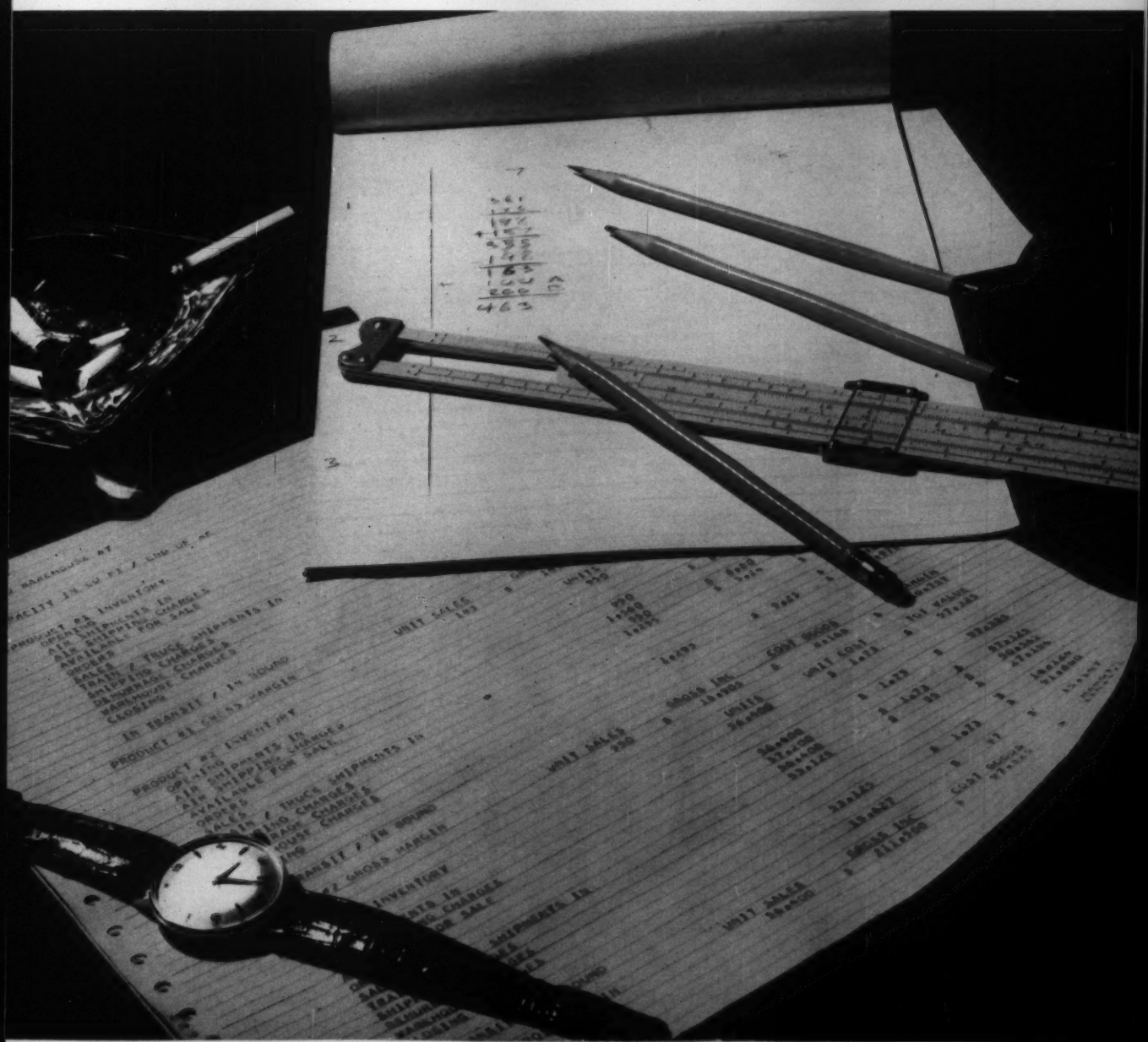
Office Management and AMERICAN BUSINESS

The Magazine of Administration and Systems · September 1960

Management games: new technique for training, evaluation
Vending machines cut costs of feeding office employees
Company "fringe benefit" protection plans still growing



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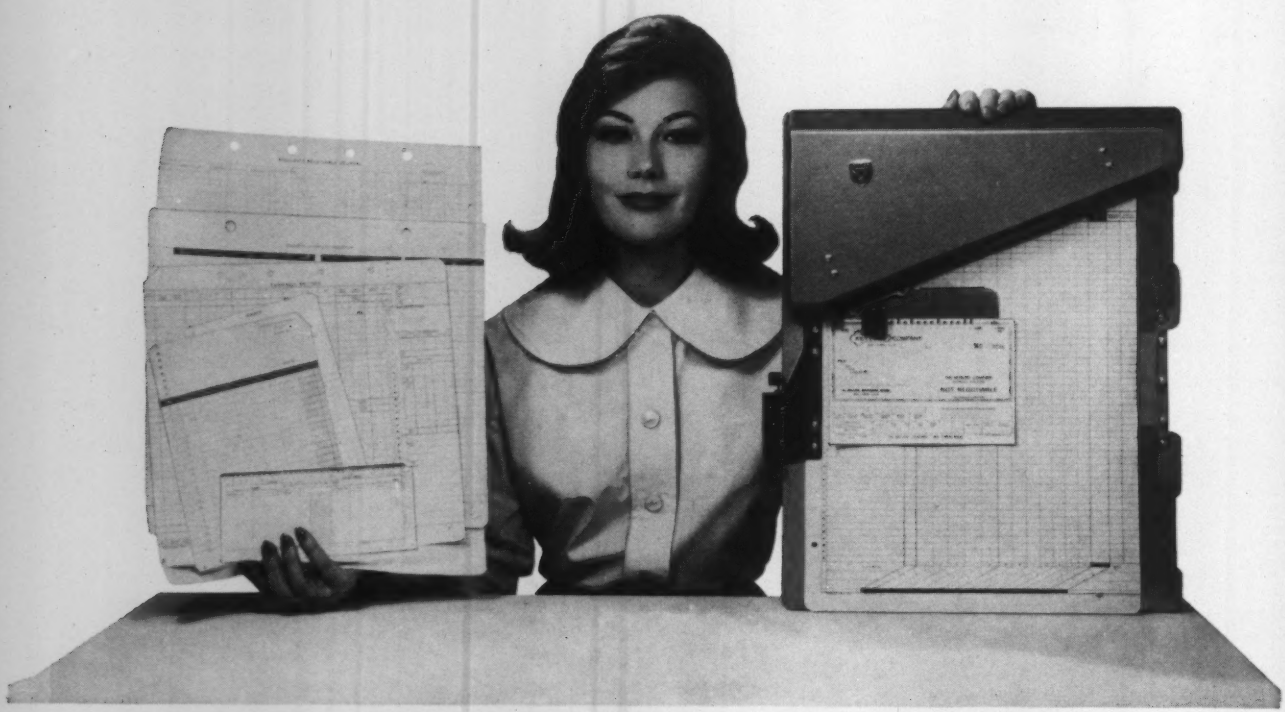

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MORE and more businesses are using complex computers and other electronic machines to process current facts and figures.

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Office Management
and AMERICAN BUSINESS

Office Management established 1940; *American Business* established 1930. This publication incorporates *System* magazine, founded in 1900, and *Business Equipment Topics*, founded in 1905.

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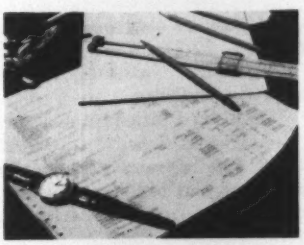

Like the bell, book, and candle of medieval witchcraft, today's "magic" management games, which often utilize electronic computers, have their own peripheral equipment: watch, slide rule, and plenty of cigarettes and pencils (with sturdy erasers). See story, page 15.

September, 1960
Volume XXI, Number 9

Management games—toys or trends?
Simulated business games serve both as training and evaluation device in management development
By Robert M. Smith **15**

Trends in pensions, group insurance will raise employee benefit costs
More liberal policies—wider coverage, expensive benefits, early retirement—are driving up the cost of doing business
An *Office Management and American Business* staff report **24**

Vending cuts office feeding costs
From coffee breaks to complete meals, automatic venders are repiacing costly methods of feeding office workers **34**

Sweeping personnel changes foreseen as result of new automation developments
Middle and top management levels will also be affected **42**

The foibles of electronic computers
Despite their attitude of smug superiority, electronic computers are not taking over the world **48**
By Mary D. Lyons

Automation in the office
Farrington introduces Productograph **56**

Office design
Adapt the "work station" to the worker
By John M. Sine **61**

Tools of the office series
Filing equipment and its role in records retention **80**

Shadows of the future
(*Editorial*) **96**

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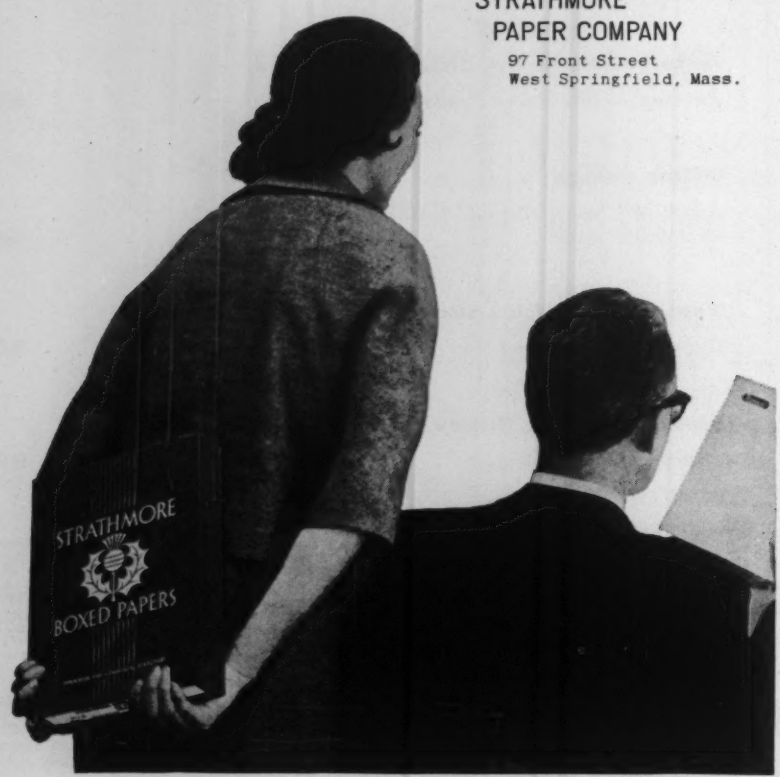

Coming Events

National Business Forms Conference, St. Louis, Sept. 14-18.
Sponsor: National Business Forms Associates.
Place: Chase Park Plaza Hotel.

Twentieth Joint Annual Meeting of ASWA and AWSCPA, Philadelphia, Sept. 22-24.
Sponsors: American Society of Women Accountants and American Woman's Society of Certified Public Accountants.
Place: Hotel Warwick.

AICPA Annual Meeting, Philadelphia, September 25-28.
Sponsor: American Institute of Certified Public Accountants.
Place: Bellevue-Stratford and Sheraton Hotels.

LOMA Annual Conference, Toronto, September 26-28.
Sponsor: Life Office Management Association.
Place: Royal York Hotel.

ISA 15th Annual Meeting, New York, September 26-30.
Sponsor: Instrument Society of America.
Place: New York Coliseum.

Execurama Business Exposition Los Angeles, Sept. 27-29.
Sponsor: The Stromme Co.
Place: Hollywood Palladium.

SPAA Conference, New York, October 10-14.
Sponsor: Systems and Procedures Association of America.
Place: Commodore Hotel.

ARMA Annual Convention, Milwaukee, October 19-22.
Sponsor: American Records Management Association.
Place: Plankinton Hotel.

NMA Annual Convention, Atlanta, October 20-21.
Sponsor: The National Management Association.
Place: Dinkler-Plaza Hotel.

TIMS 7th Annual International Meeting, New York, October 20-22.
Sponsor: The Institute of Management Sciences.
Place: Hotel Roosevelt.

OEA National Business Show, New York, October 24-28.
Sponsor: Office Executives Association.
Place: New York Coliseum.

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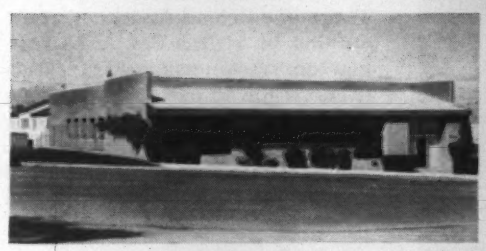
MARION FEDORA, Chief Accountant and Comptroller.



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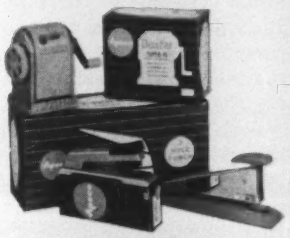

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Marion Fedora
Chief Accountant and Comptroller

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Informal methods preferred for executive recruitment

Despite the executive development programs now used by many companies, 99 per cent of the firms replying to a recent American Management Association survey revealed that there is at least a 50-50 chance that they will have to bring in outside executives within the next two years.

Results of the survey were made public by Rawle Deland, partner, Thorndike Deland Associates, at the opening of a three-day AMA seminar on recruitment of key executives. Of the 92 executives responding, 64 per cent stated that their companies would definitely have to add outside executives to their staffs and 35 per cent said there was a 50-50 chance of their concerns doing so.

How will these executives be found? Given a checklist from which they could pick one or more search methods, the largest number of respondents (71) said they would find the needed talent informally through business contacts. The next most popular methods mentioned were executive search consultants, 56 responses; associations, professional societies, or college placement bureaus, 55 responses; and advertising, 54 responses. Other avenues included personal friends, 38 responses; and answering "position wanted" ads, 16 responses.

General managers needed

Respondents who used an executive search firm to find the most recent outside addition to their firms said they spent about 20 per cent of the $21,000 average starting salary for each search. The corresponding average salary for executives found by other methods was $17,900, but respondents had difficulty in estimating the search costs.

According to the survey, the greatest demand in the future will be for general management executives. Also needed in these firms will be marketing, manufacturing, and research executives, in that order. Deland noted some slackening in the great demand for engineering executives that has existed for several years, and a growing demand for research executives.

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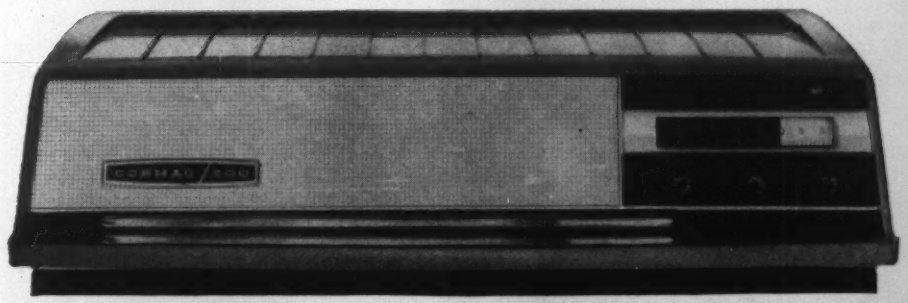
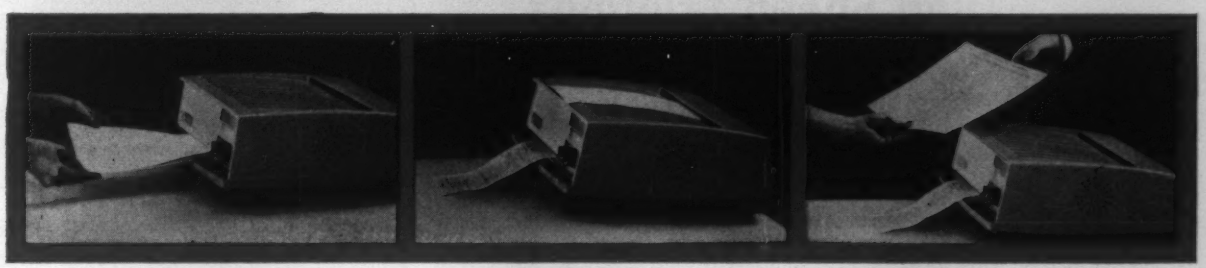


The One-Step CORMAC "500" is an exciting new development in photocopying machines. The result of many years of applied research, it offers new and exclusive advantages that greatly simplify and speed up your office copying work. Here are the features that make it the most efficient, economical and versatile photocopy instrument you can buy.



Original and copying papers are inserted . . . original automatically separated . . . and a permanent, positive copy in seconds!

One-Step Operation ■ no separate exposure and process feeding. Copies are made in seconds—at the flick of a switch. Cuts time one-third! **Ends Solution Handling Forever** ■ with Cormac's exclusive Flo-Matic Control. No mess, no spilling, no waste. The cleanest copier ever produced. Operates on the corner of your desk! **Copies Anything** ■ from any original up to 14" wide by any length... pen, pencil, crayon, any ink or color, even spirit duplications! **New Simplicity** ■ anyone can make Cormac "500" copies. No experience, no skills required. Slip in the original... take out a perfect, permanent copy! **New Quality of Reproduction** ■ the CORMALITE Line of papers and supplies gives you the finest quality reproductions, are permanent photo-accurate copies of the original! **New Beauty** ■ designed in the modern style by Raymond Loewy Associates in lustrous, two-tone, unbreakable Styrene cabinet. Blends tastefully with any office decor! **Guaranteed** ■ the New Cormac "500" carries the famous Cormac Service Guarantee. It is available NOW through Cormac's nation-wide sales-service and dealer organizations. Fill out the coupon for more complete information—or a demonstration in your office at your convenience.

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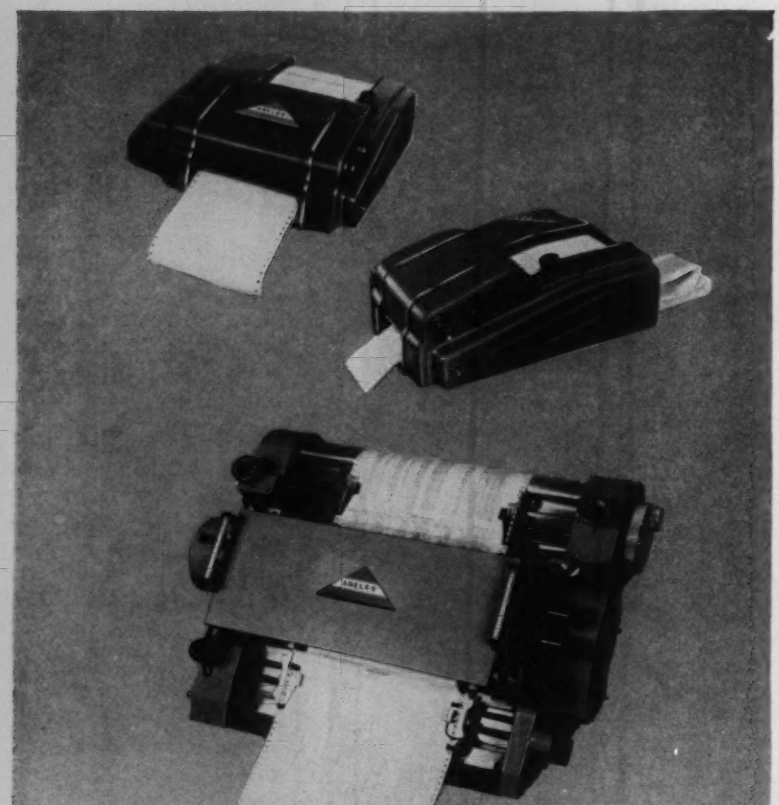

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NOMA fall conference will study office methods

Conference sessions at the National Office Management Association fall conference and exposition will deal specifically with the fields of office methods and procedures, and personnel, according to R. B. Hodges, international president. The gathering, scheduled for the Atlanta Biltmore Hotel, Atlanta, Ga., Oct. 10-12, will feature more than 20 concurrent sessions.

The keynote presentation on Monday, Oct. 10, will set the tone of the conference when the subject "Two Highways to Increased Company Profits—the Person and the System" will be presented. Other subjects scheduled during the conference include "Personnel Communications— How and What," "Supervisory Problems," "Information Control for Management Direction," "Total Systems Function," "Work Simplification Training Program for the Small Office," "Office Systems and Your Office Space," "Personnel Testing Procedures — The Pros and Cons."

Computer will score "game"

Another feature of the proceedings will be a "management game," a complex and comprehensive competition scored and tabulated by an electronic computer. Participants will be broken up into teams, and the game is expected to consume one full conference day. The team coming closest to the solution to the problem presented will be declared the winner at the close of the conference.

Fletcher Rodgers, of the Trust Company of Georgia, general chairman of the conference and exposition from the Atlanta chapter of NOMA, indicates that the exposition will be the first major one of its kind to be held in Atlanta since October 1955. As an indication of the gathering's national scope, NOMA announced that registrations have already been received from Boston and Springfield, Mass., Kansas City, Mo., Wilmington, Del., White Plains, N. Y., Little Rock, Ark., and Stamford, Conn.

Also planned, says Rodgers, is a program for the wives of registrants and their guests.

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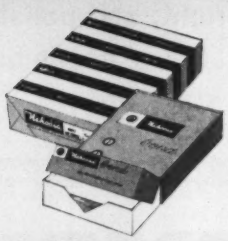

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TOO MUCH TOO SOON?

THE OFTEN expressed hope that the effect of automation on the office will release workers for the long-beleagured service industries may be more wishful thinking than realism. For some of the service industries, as the story on vending machines on page 34 illustrates, are perhaps even more thoroughly mechanized than the institutions they serve. Cigarettes, popcorn, sandwiches (hot or cold), coffee, even clothes—we can get them all these days from vending machines. And, if we don't happen to have the right change handy, another convenient machine will take our coin or bill, distinguish the denomination, and make the correct change.

Laundromats, self service stores, do-it-yourself projects of every kind: perhaps everyone needs the new leisure because of all the things he has to do for himself that he never had to do before. A shorter work week is all very well, but what good is it if we simply have to change one kind of work for another?

We understand that even old and traditional restaurants have recently astonished their customers by transforming themselves, so that the hungry or road-weary patron can now get anything from a three-course meal to a razor and blade in the washroom from a vending machine. Efficient? Yes, but let's hope that somehow, somewhere, we preserve a few quiet, leisurely places where those who wish can relax—and be waited on.

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Feeder	800	**Feeder**	**690**
Embossing Unit	1,630	**Master Card Writer**	**670**
(Typical Case History) 21,000 Plates* embossed and assembled	1,690	**(Typical Case History) 21,000 Master Cards,* typed, including transfer paper, etc.**	**362**
Required Filing Equipment	339	**Required Filing Equipment**	**53**
Total Cost	$6,181	Total Cost	**$3,765**

**Every installation has specific requirements. Use this typical comparison as a guide for determining your relative costs. The more masters you require the greater the gap of cost comparison between Scriptomatic Card Masters and other address plates or stencils.*

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Office Management
and AMERICAN BUSINESS

September 1960

MANAGEMENT GAMES—TOY OR TREND?

Decision-making games as an aid to training executives are growing fast. How good are they?

By ROBERT M. SMITH

THE TIME: early 1943

The place: an airfield in the South.

The scene: the darkened cockpit of an airplane. Pilot and navigator begin their mission—a flight from "somewhere in England" deep into the Ruhr. The navigator gives terse directions to the pilot as he plots his course by the stars. Two hours later and the navigator signals the pilot that they are over their target.

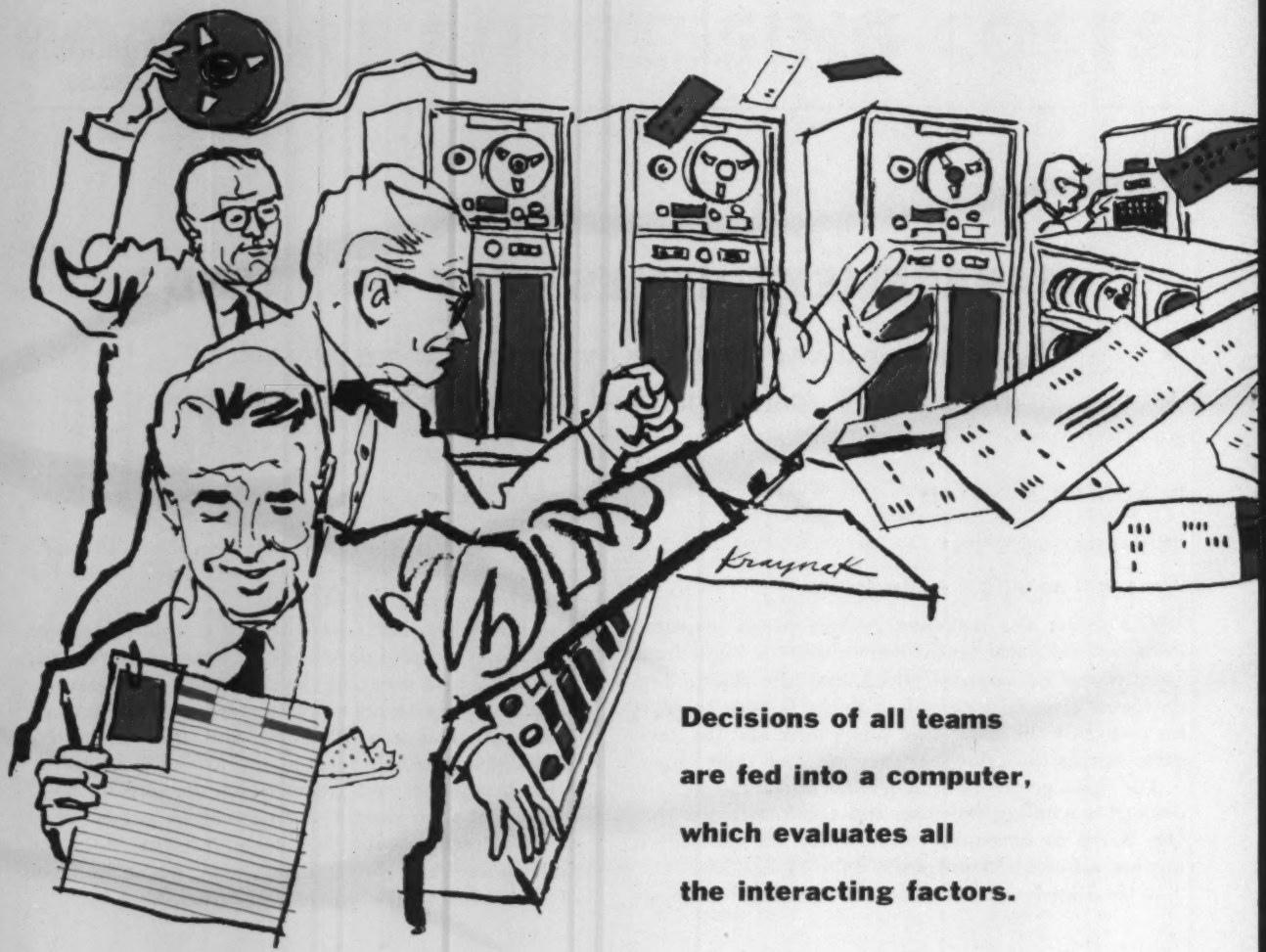
The lights go on—both men crawl out of the cockpit, descend a winding staircase, and check with the control booth to determine how closely the navigation mission achieved its purpose.

A simulated mission, used for training navigators under the closest possible reproduction of real flight conditions, has been accomplished.

Link Trainers, war games, fleet maneuvers—the military has employed simulation as a training device for hundreds of years.

But with business, simulation as a training device is a relatively recent development. Recent as it may be, it is a vast and sweeping development today, embracing a dizzying number of games, terms, and objectives. There are competitive games, and non-competitive games, games which demand the availability of electronic computers and games which demand no more equipment than simple social pastimes, games based on the closest possible approach to a real situation, and games which invert every "real" value in favor of a completely false universe of principles.

"Time compression," forcing pace of decisions, is one of games' advantages.



Decisions of all teams are fed into a computer, which evaluates all the interacting factors.

In each instance, the idea is the same—to substitute a model of a situation for the situation itself so as to prepare people to act effectively in the real situation when it does arise. And, increasingly, such games are being used not only as training devices but also as evaluation media—to determine through observation how various individuals will behave in a given situation.

Moreover, the spread of such games has carried them from the area of top management training throughout other echelons of the company structure. The American Management Association, which introduced its top management decision-making game for the first time in 1957, now has a variety of different situation programs, adapted to various aspects of business. And a number of companies are now using games within their own training programs.

Typical "game" structure

Basically, the original management game developed by the American Management Association is fairly typical of the competitive, "interacting" game, in which players are divided into teams, and compete with each other in a simulated business situation. Each team is one company. The players organize their corporate structure as they will, and then allocate the company's resources in such a way as to maximize its share of the market, and its future. Thus, a certain amount of resources may be allocated to research and development, so much to advertising, so much to industrial information about competitors' plans. Decisions of all teams are fed into an electronic computer, which, on the basis of a stored program, evaluates all the interacting factors of each company's expenditures to determine the effect on the total market picture, and each company's position in the picture. Results are printed out by the computer for each company for each "quarter" and returned to the team which then proceeds to allocate resources, determine product prices, etc., for the next quarter. Because decisions are made on an accelerated time basis, and because the computer can evaluate the results of all the decisions made in the space of a few minutes, as many as 40 quarters can be simulated in a day or so.

Although the stored program in the computer is, of course, inflexible, and so cannot imitate reality too

faithfully, the variety of decisions made by each player are presumed to introduce enough variations into the game to make it realistic and valuable as a training tool. Thus, policies which give a particular team a commanding advantage over one "competitor" may be ruinous when used against a different competitor following a different strategy. It is up to each team to recognize adverse trends and the reasons for them, and correct their own strategy to compensate.

Some of the non-electronic games follow the same basic pattern, except that a team of umpires calculates the effect of each company's decisions on the other company's positions. Overall market trends are determined by a random number table.

Although there are many valid criticisms of the games that have been evolved so far, the principle of gaming is winning increasing acceptance, and new and improved variations are being developed constantly. The trend of the times seem to indicate that games will become much more widespread as a training device in the next few years, as the spread of automation cuts out many of the routine decision-making functions which have given rising executives the real life "experience" to make more important decisions.

Equally possibly, the games themselves will also act as a screening device to select executives for advancement. For the games test a group of individuals as an "operating company," but they also give, under an accelerated time schedule, some picture of how individuals function, and some comparison of each individual against his fellows. Thus, at the AMA Academy at Saranac Lake, where various decision-making games are offered, each company room has a one-way mirror and a microphone. Observers check the actions and contributions of each player on each team throughout the period of the game, so that at the conclusion of the simulation, individual as well as team critiques are possible. By use of the same technique within a company-operated game, observers can arrive at a judgment on many facets of a man's personality and abilities. Usually, each team organizes its own "company structure" before beginning play. The various roles taken by each of the players in shaping that structure give a good clue as to which are the most dynamic, the natural leaders within the group.

(*To page* 18)

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"Unreal" games

(*From page* 17)

If, that is, most of the players are either strangers to each other, or, in a given company, are all at the same level of authority, so that regular job relationships do not determine who will assume leadership in the simulated situation.

Most simulated games imitate a real situation as closely as possible—they are intended to train management personnel in the elements of a situation they may very well be handling in business, or to orient them in some phase of the business new to them. And the same game can be used repeatedly for this purpose, if the same groups of players participate, because each group achieves sophistication in the game at presumably the same rate and so can continue to improve its decisions against competition that is also improving *its* decisions.

But other games, used almost entirely to illuminate the responses of individuals and indicate relative adaptability and intelligence, use a completely non-realistic situation, or at least a totally unfamiliar situation. For example, by designing a game in which all the values are inverted—in which the decisions that would ordinarily produce certain results produce exactly the reverse results—the players are thrown into an entirely unfamiliar universe in which they have to first identify and recognize and then employ an entirely new set of rules.

Although games of this type are not nearly so common as the "realistic" games, they are beginning to attract a great deal of attention, and some authorities feel they could be potentially much more valuable, at least for higher-level personnel, than the games in which the situations—and the results stemming from each decision—follow more orthodox lines. The theory is that they call for more ingenuity, quicker perceptions, and demand a higher degree of logic.

It is probable, though, that the average company planning to use games within its own training program will favor the game that simulates an actual business situation. It will feel that the inclusion of a great number of variables, and the compression of time will test the

(*To page* 20)

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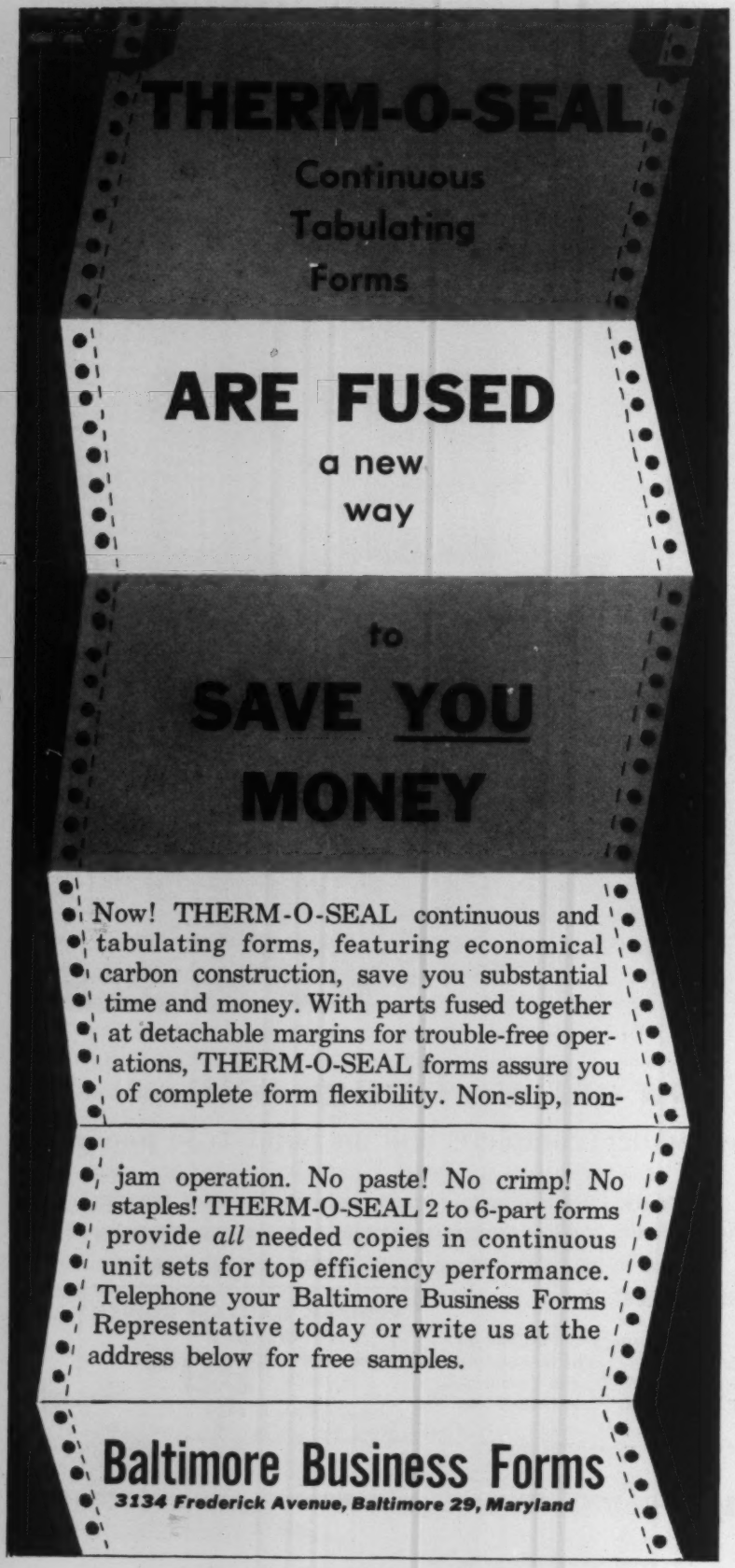
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"Real" games

(*From page* 18)

abilities of the players well enough, while still making it possible for them to learn routines which at least are potentially of dollars-and-cents value to the company.

Franklin A. Lindsay, writing in "New Techniques for Management Decision-Making," (McGraw-Hill Book Co., Inc., New York) lists four main advantages which, he believes, are gained through use of the simulated business situation.

1. *Training in planning.* Since gaming requires a series of sequential decisions, each of which affects all future circumstances, and since time is greatly compressed (decisions for an entire business quarter may be made in ten minutes), the necessity for planning ahead is graphically demonstrated. Consequences of failure to plan sufficiently far ahead are apparent within a period of a few hours, rather than a few years as they would be in a real situation.

2. *Training in analysis of past experience.* Gaming offers the possibility, because of the compressed time schedule, of learning to identify trends as they begin.

3. *Training in recognizing the many factors that normally affect the success of failure of management.* Since in gaming, a relatively small number of people are making all the decisions that would normally be handled by several different and quite separate departments, each player learns the necessity of taking all significant factors into account in reaching a decision.

4. *Training in phases of business with which the executive may be unfamiliar.* Gaming can give the player a rapid basic working grasp of the fundamental factors affecting many different areas of the company—areas with which he has had no experience in actual life.

Those who are critical of games generally believe that most of the models developed to date have been unduly competitive—in other words, that most teams played for the greatest immediate share of the market, or the greatest benefits at the conclusion of the game. This, they point out, is not necessarily good training for executives; the wisest company may be the one that consistently puts a large share of

(*To page* 22)

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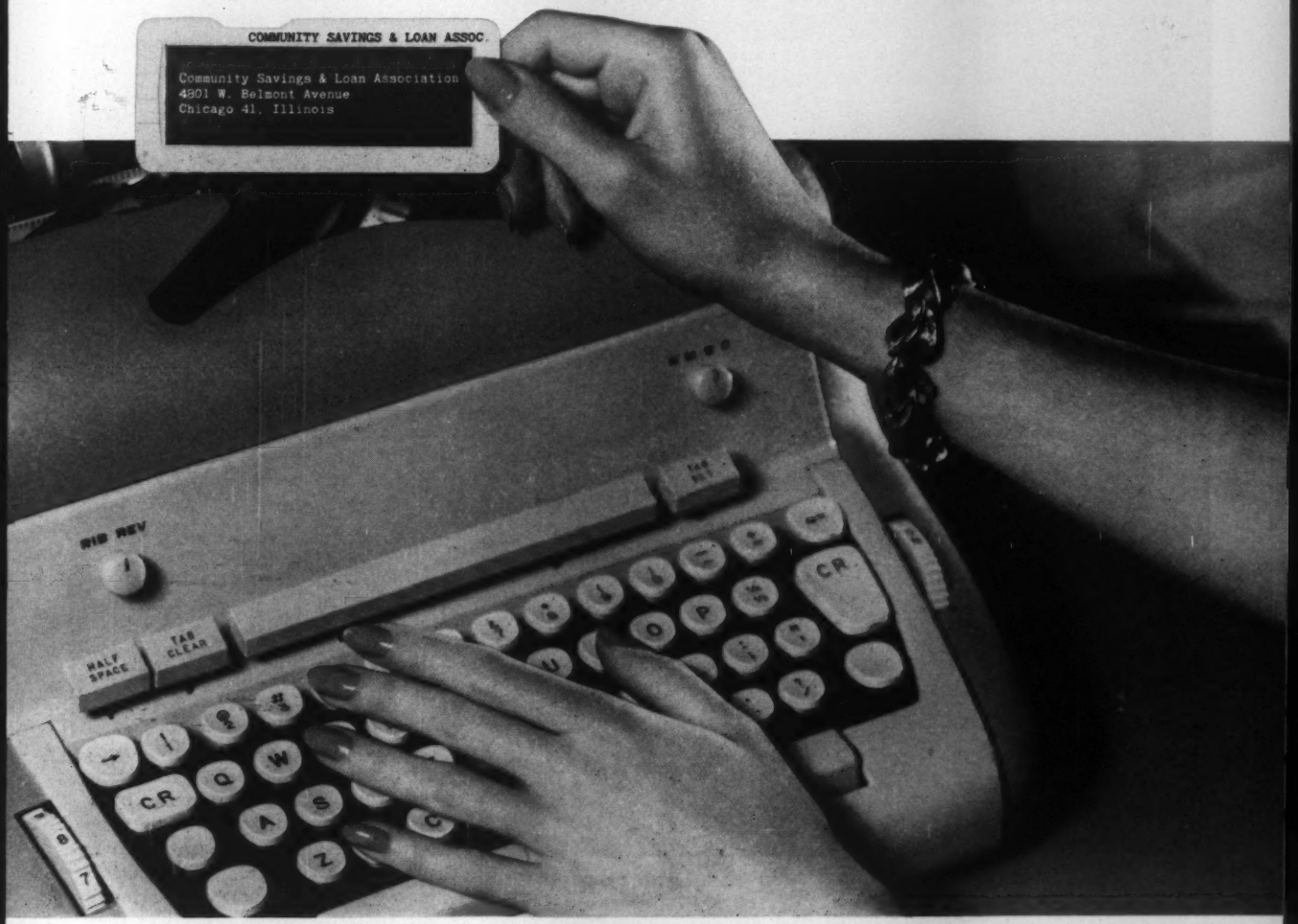

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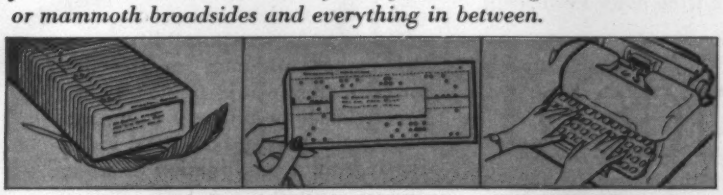

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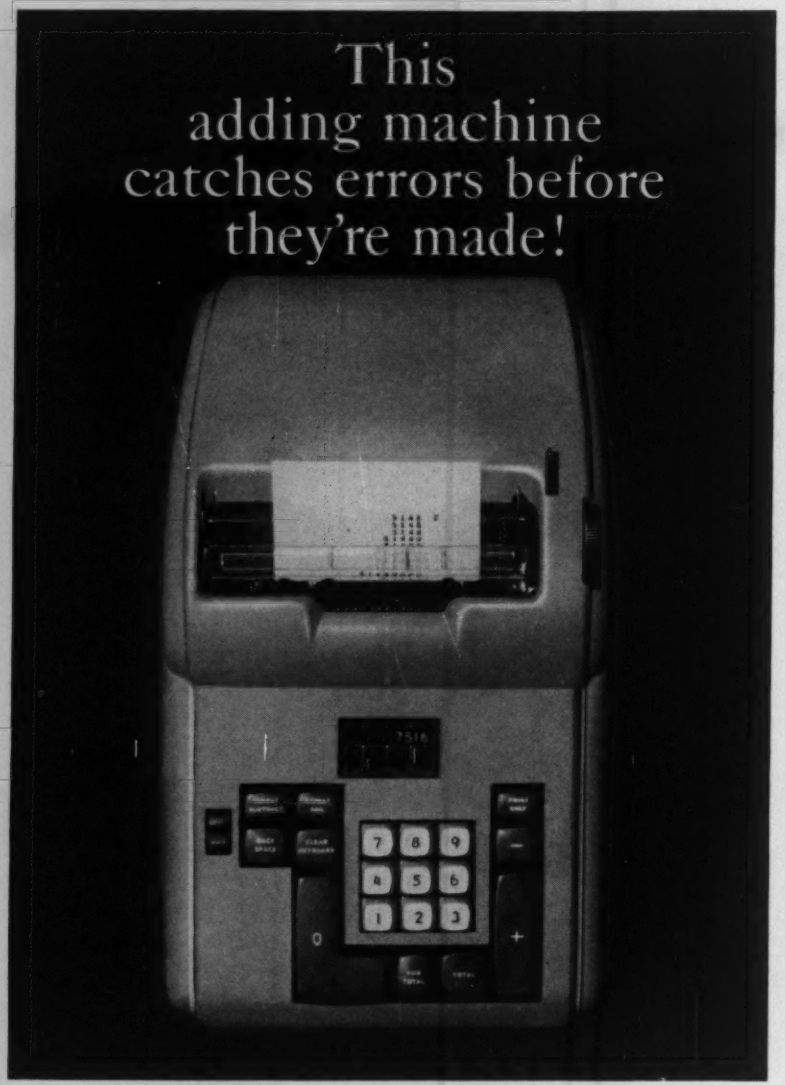

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Pros and cons

its money into research and development, for example, thus guarding the company's position for the indefinite future.

Another point made by those who oppose the games—or at least warn against putting too much faith in them—is that they *are* games—that the same person who may be cool, collected, and aggressive during a game may show none of these qualities when the chips are down and the stakes are real in a business situation. Too, they point out, the games differ from a real situation in one extremely important aspect: They allow no qualitative differences. More money spent for advertising will bring greater sales of the products in a game; in a real situation, that would not necessarily apply at all; the standard of the advertising and its appeal to buyers would be as significant as the amount appropriated for it. Thus again, they warn, too much reliance on game play as a training aid may breed executives who believe everything can be solved by numbers, by the proper allocation of cash.

However, those who espouse games point out that they are not complete in themselves, that most of them call for a review period at the conclusion of play in which all participants can discuss their performance and present the basic operating objectives which they determined when they organized their company structure. Their performance then is evaluated in terms of the basic operating objectives they themselves had set up.

Furthermore, they point out, games used in the context of a training program, rather than as a substitute for one, have a great deal more vitality than case studies and give students a much stronger sense of reality. Then, too, the time pressure of game play, and the necessity to work with other people in a situation where the action of each player can affect the results, increase the student's sense of participation and of responsibility.

It's the difference in the last analysis, they would point out, between learning military command and tactics from a book, and learning it from a combination of study *and* practice in maneuvers.

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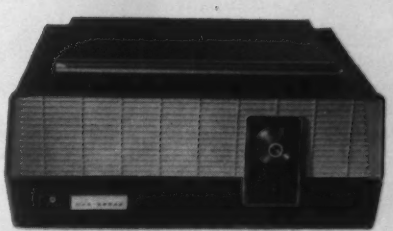

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TRENDS IN PENSIONS, GROUP INSURANCE WILL RAISE EMPLOYEE BENEFIT COSTS

More liberal policies—wider coverage, expensive benefits, early retirement—are driving up the cost of doing business

An *Office Management and American Business* staff report

AMERICAN BUSINESS spends $1,100 a year in employee benefits for each member of the nation's work force. These benefits, which are in addition to regular salaries and bonuses, have become so accepted that they can no longer be called "fringe" benefits. Yet, many firms spend as much in employee benefits as they receive in profits—without knowing where this money is going or how it could be spent more efficiently.

Current trends indicate, furthermore, that employee benefit costs will rise sharply as today's more liberal policies reduce eligibility requirements (especially for pensions and profit-sharing plans), permit early retirement, increase the amount of medical coverage, give the employee a vested right in his pension, and cover almost all employees in a company.

One of the problems management faces in determining the cost of employee benefits is the difficulty in defining just what constitutes such a benefit. Prof. Robert D. Gray, director of the Industrial Relations Section at California Institute of Technology, blames the wide variety of employee benefits for this confused thinking. In a recent address to the Southwest Area Conference on Industrial Relations, Prof. Gray classified benefit plans into three groups:

"Wage Replacement Plans—Benefits which provide an orderly, predetermined method of replacing, for a specified period of time and under specified circumstances, all or part of the regular wages of an individual.

"Expense Insurance — Benefits which provide an orderly, pre-determined method of meeting certain specified expenses usually associated with illness or accident.

"Miscellaneous Benefits — These benefits consist of a wide variety of items, among which are cafeteria or other low-cost facilities for meals, music at work, parking, employee discounts, legal services, tuition refund plans, libraries, and similar facilities and services. Such plans might be called 'fringe benefits' except for the fact that this phrase is used widely to describe all employee benefits."

Prof. Gray excludes from his list shift differentials, overtime pay and premium pay for work on holidays. These, he says, should be considered part of money wages and not part of the indirect compensation resulting from employee benefits.

Six factors influence costs

According to Prof. Gray, at least six factors affect the cost of these employee benefits: salary of employees, age of employees, sex of employee benefits: salary of employees, number of dependents, and the actual experience of the group.

"Salary of employees. It is impossible to give a wage or salary increase without increasing the total cost of employee benefits and without increasing the cost of almost every individual benefit plan. . . . The cost of all time paid for but not worked is related directly to wages and salaries. An increase in pay will increase by the same percentage the cost of vacations, holidays, sick leave, rest periods, jury pay, and every other payment to an individual for time not worked. Contributions to pension plans are usually proportionate to salaries. Most life insurance programs are related to annual salaries or earnings. Workmen's compensation is computed as a percentage of payroll.

"Age of employees. The influence of age of employees on the cost of benefit plans is often concealed: Most insurance companies quote a rate based on the average age. Usually, this changes so gradually that employers may be unaware of this cost element. . . . When the rate of increase in number of employees declines, or when labor turnover declines, it is inevitable that the average age of employees will increase, and this will increase the cost of many employee benefits. It should also be recognized that there is some relationship between age and salary. As a person grows older, his salary often increases. The effects of salary increases, therefore, may be compounded by the age factor.

"Sex of employees. The effect of the sex of employees on costs is also frequently concealed by the insurance carrier quoting an average rate. An increase in the percentage of women employees, for example, may decrease the cost of the life insurance program but may increase the costs of retirement and medical plans.

"Length of service of employees. Although many benefit plans are designed to reduce labor turnover and increase the length of service of employees, and although many

benefit plans are designed to reward employees for long length of service, there are few data which measure the effect of length of service of employees on the cost of benefit plans. . . . Graduated vacation plans, which are widely used, give tangible recognition for length of service. What is their effect on cost? A week of paid vacation is approximately 2 per cent of the annual salary of the individual. The total cost of a vacation program consisting of two weeks of paid vacation after one year of service and three weeks after 15 years of service will be affected by the level of salaries in the specific company, by the rate of labor turnover, and by the changes in number of employees. A measurement of the cost of this vacation program for two individuals at the same salary shows that the vacation for the employee with 15 or more years of service will cost 50 per cent more than the vacation of the employee with less than 15 years of service. This will increase the labor costs of the longer-service employee by at least 2 per cent of his annual salary.

"*Number of dependents.* The number of dependents affects the cost of hospital insurance, major medical insurance, and similar programs. This has become an important factor in the steel industry and may affect other industries. Some company insurance programs are also affected by the presence or absence of dependents.

"*Group experience.* The actual insurance payments to the employees in a group or in a company as a whole are the final determinant of cost to be discussed. . . . The total cost of any program equals at least the amount paid out in benefits plus the cost of administration. If for any reason more benefits are paid than were anticipated, the cost will increase; if a smaller amount of benefits is paid out, the cost may decrease."

Prof. Gray concludes that "the cost of employee benefit plans should be regarded as part of labor cost, along with wages and salaries. The costs should not be concealed as overhead items. They should be made known to, and understood by, the employees, the public, and the employer."

One of the most significant trends

New trend in pension plans is toward covering all employees

in employee benefits is the rapid growth of pensions – in terms of both number of employees covered and value of each pension. Many readers chuckled at a recent cartoon in *The New Yorker* which showed two young college graduates, clad in cap and gown, and holding diplomas, arguing the merits of the firms they had decided to join. One youth clinched the argument by revealing that his company offered optional retirement at age 55 with full pension. Psychologists might call this obsession with security a natural reaction to the insecurity of our times, the "delicate balance of terror" caused by two superpowers menacing each other with thermo-nuclear weapons capable of incomprehensible destruction. Viewed in this broader social context, the phenomenal growth of pension plans does not seem so strange at all. The company that will have its pick of the high-quality, skilled office workers essential in a business world dominated by automation will be the company that meets these needs for security.

Pension trends are analyzed

An analysis of the trends in pension plans is contained in a report issued recently by Bankers Trust Company, New York, entitled "1960 Study of Industrial Retirement Plans." The report covers six million employees (one-third of all employees currently covered by pension plans of industrial employers) in 230 companies.

For the purpose of the Bankers Trust report, pension plans were broken down into two types: conventional plans and pattern plans. A conventional plan is one that provides benefits which vary both with years of service and with rates of compensation. A pattern plan is the type adopted by several international unions and negotiated with companies or industries. The pension provided by a pattern plan is a flat dollar amount which may vary with years of service but not with the compensation rate of the employee. Since office unionization is not widespread (less than 10 per cent, according to a recent National Office Management Association survey), conventional plans have greater application to the office.

One of the most significant trends in retirement plans is toward covering almost all employees in a company. In the early 1940's, many companies with pension programs limited their coverage to salaried employees or to those earning more than $3,000 a year. Now, the trend is away from such limited programs and toward covering all employees by pension plans. Only 63 per cent of the companies included in Bankers Trust's 1943-45 study had programs covering substantially all employees. In the recent study (covering 1956-59) the figure is about 90 per cent. This extension has been accomplished in many cases by providing a different pension plan for the group that was previously excluded. The result is the present trend toward multiple-plan programs.

Eligibility requirements for participating in conventional pension plans also are being liberalized, according to the Bankers Trust study. About one-third of the plans studied in 1956-59 have no requirements, as compared to one-fifth in 1950-52. Of the 31 companies that ammended their pension plans between 1956 and 1959, 22 liberalized requirements while only nine made them more restrictive.

The much discussed trend toward reducing or eliminating employee contributions did not materialize during the 1956-59 period. Of all conventional plans in this study, 54 per cent require employee contributions, the same percentage as in the previous study.

Good arguments have been ad-

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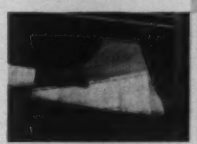

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Retirement at employee option has grown

vanced both for and against employee contribution to pension plans. Those favoring this method of financing point out that employees appreciate their plan more if they contribute to it and that it reduces the cost to the company. The opposing argument is that, while employee contribution reduces the cost to the company, it also reduces company control over the pension plan. For this reason, many companies prefer to pay the entire cost so that they can reduce benefits in case of an economic recession.

Another trend uncovered by Bankers Trust is toward reduction of normal retirement age. In the 1953-55 study only one conventional plan provided for normal retirement for men earlier than age 65; 10 of the conventional plans in this study do so. Five of these cover airline pilots, one covers insurance salesmen, and two cover employees in retail companies. Two other plans—in the food products industry—specify a retirement age of 60 for salesmen and 65 for all other male employees. The normal retirement age for women is the same as that for men in 92 per cent of the conventional plans.

Retirement at employee option also has grown—from 31 per cent in the 1953-55 study to 51 per cent in the present study. An increasing number of conventional pension plans also includes disability retirement benefits. Only 46 per cent of the 1953-55 plans provided disability pensions; in 1956-59 the figure was 59 per cent. A specified period of service of about 15 years is usually required before an employee becomes eligible for a disability pension.

Another important aspect of pension plans, vesting, refers to the right of an employee to leave the service of his employer prior to normal retirement age without forfeiting his accrued pension. Vesting can be provided in two ways: either directly through a special provision in the pension plan, or indirectly through an early retirement provision at the employee's election. It is usual in the case of a special vesting provision not to make the benefits available until the employee's normal retirement date, even though he is no longer employed with the company. On the other hand, under an early retirement provision the employee receives a benefit immediately upon retirement.

Most of the conventional plans have had provisions for vesting, according to the Bankers Trust study, and the 1956-59 period has seen a still larger percentage of plans with vesting provisions. About 90 per cent of the conventional plans in this study provide some form of vesting, compared with 74 per cent of the plans in the 1953-55 study. Furthermore, this trend has been pronounced both in new plans and in the changes to older conventional plans.

Inflation exerts pressure

A final trend in pension plans became evident during the period of 1956-59: the increasing attention employers gave to keeping pension benefits in line with the rising cost of living. Inflationary pressures since 1953 have induced many companies to liberalize their pension programs so that employees who reach retirement age will receive pensions more in line with their former compensation. Among the important methods used by companies to improve their plans were:

1. revising pensions already accrued by relating them to present rates of compensation;

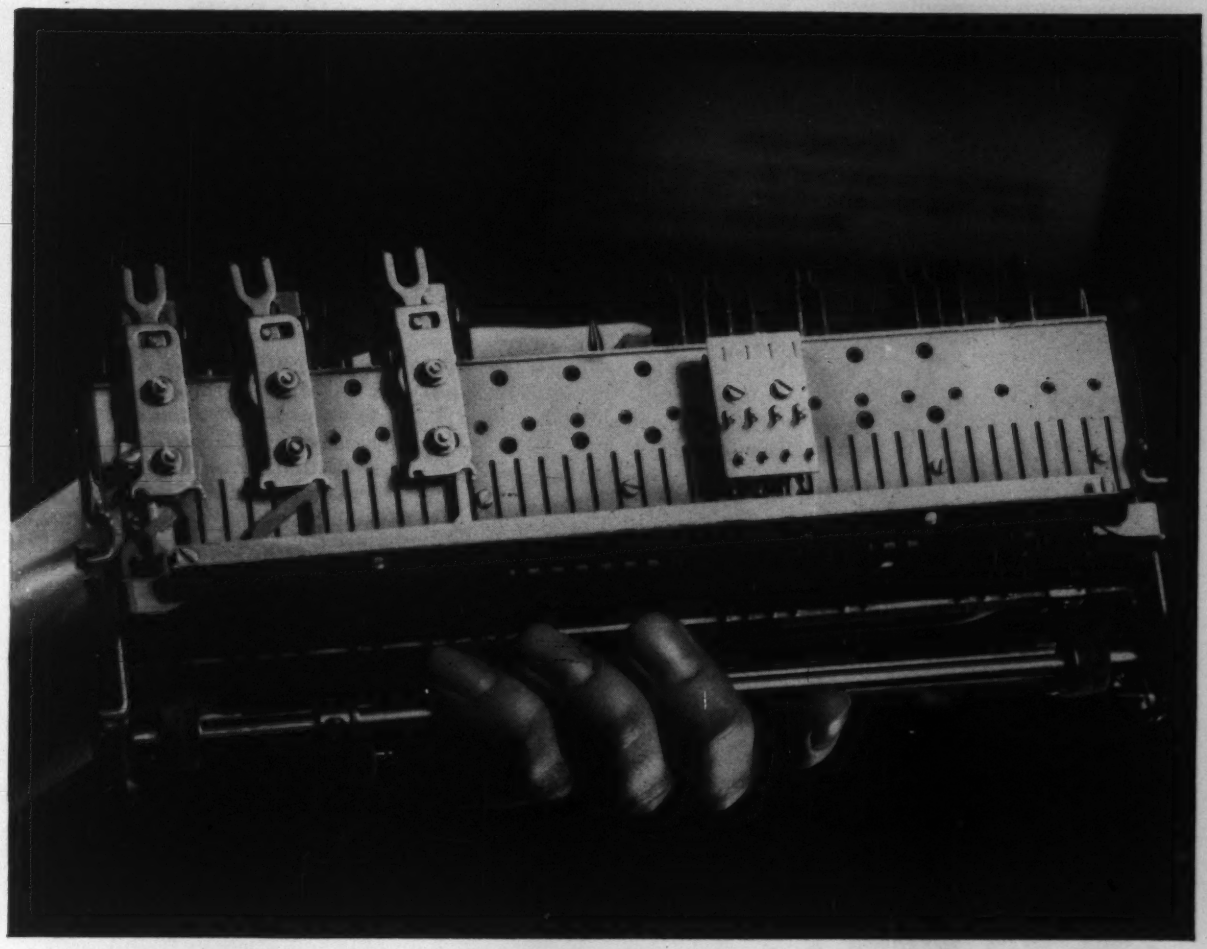
2. increasing benefit rates;

3. eliminating or reducing Social Security offsets;

4. adopting alternate benefit formulas in the form of minimum pensions; and

5. adopting variable income plans or including an automatic adjustment of pension benefits to the cost-of-living index.

The cost of pension plans was the largest single item in the employee benefit "package," according to a study conducted by the Health Insurance Institute. The organizations' figures for 1958 showed that of the $10.5 billion contributed by employers and employees to fi-



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Major medical experiences rapid growth

nance employee benefit plans, $4.7 billion went to finance pensions. Group life insurance costs for that year were $1.3 billion and health insurance costs, $3.3 billion.

The growth of health insurance plans as an essential part of employee benefits has paralleled the growth of pension programs. Increasing health care benefits, with employers carrying all or most of the cost, are helping active and retired workers, and their dependents, to overcome the rising costs of hospital and medical services.

The greatest recent development in health insurance, of course, has been the rapid expansion of major medical insurance, which helps to offset the costs of long-term or catastrophic illness, in which basic medical-hospital insurance coverage can be rapidly exhausted. Early mistakes made by carriers in writing major medical insurance plans are fast being eliminated. Insurance companies, when first they tried major medical insurance, lost heavily through abuses by patients and doctors. Safeguards, however, were quickly developed. The greatest step forward was taken with institution of the "corridor" plan. This provides that patients, once having exhausted all benefits under basic medical-hospital coverage, must spend a certain amount of their own money for their medical bills before they can begin to draw benefits under their major medical coverage. This plan—which employs the same deductible principle used in automobile insurance—automatically cut the incidences of individual abuses of major medical protection. Many insurance plans today are developing or have already instituted rate schedules for doctors' fees, and are taking safeguards against padding of doctors' bills through false reports of visits or calls. Companies, too, are working together to try to forestall a patient collecting benefits from two different companies, as has happened when both a husband and wife are covered by different insurers on their respective jobs, and each also has dependency protection under his company policy.

In the entire area of proection against fraud, the insurance companies emphasize the point, however, that the greatest protection can be furnished by the individual employer checking the coverage of every employee claiming benefits, and informing the insurer of any such double coverage. They point out, too, that this is to the employer's own advantage: Many carriers rebate payments made for major medical coverage to companies having a consistently good record.

The Social Security Administration, in comparing employee benefit plans for 1954 and 1958, cited as a major development the "further liberalization of hospital, surgical, and other health benefit plans." It said that hospital benefits, including those paid under major medical expense insurance, had increased 85 per cent from 1954 to 1958.

The widespread acceptance of health insurance is indicated in a report by the Health Insurance Council, a federation of insurance associations. The report estimated that as of June 1, 1960, some 130 million persons (73 per cent of the civilian population) had hospital expense insurance, 118 million had surgical insurance, 84 million had regular medical expense insurance, 24 million had major medical expense insurance, and 44 million were insured against loss of income.

The Council said these figures also revealed the breadth of health insurance protection which Americans have. The organization said as of June 1, more than 90 per cent of persons with health insurance had both hospital and surgical expense insurance, and 65 per cent had hospital, surgical, and regular medical expense insurance. Five years ago, the figures were 85 and 47 per cent respectively.

All of these employee benefits—from pensions to coffee breaks, from major medical insurance to the alternately soothing and stimulating refrains of Muzak—represent a growing percentage of the cost of doing business. And a "fringe" benefit, once granted, becomes part of the status quo. In light of these trends, each company will have to determine which employee benefits it can afford to provide—and which it can afford *not* to provide—to its employees.

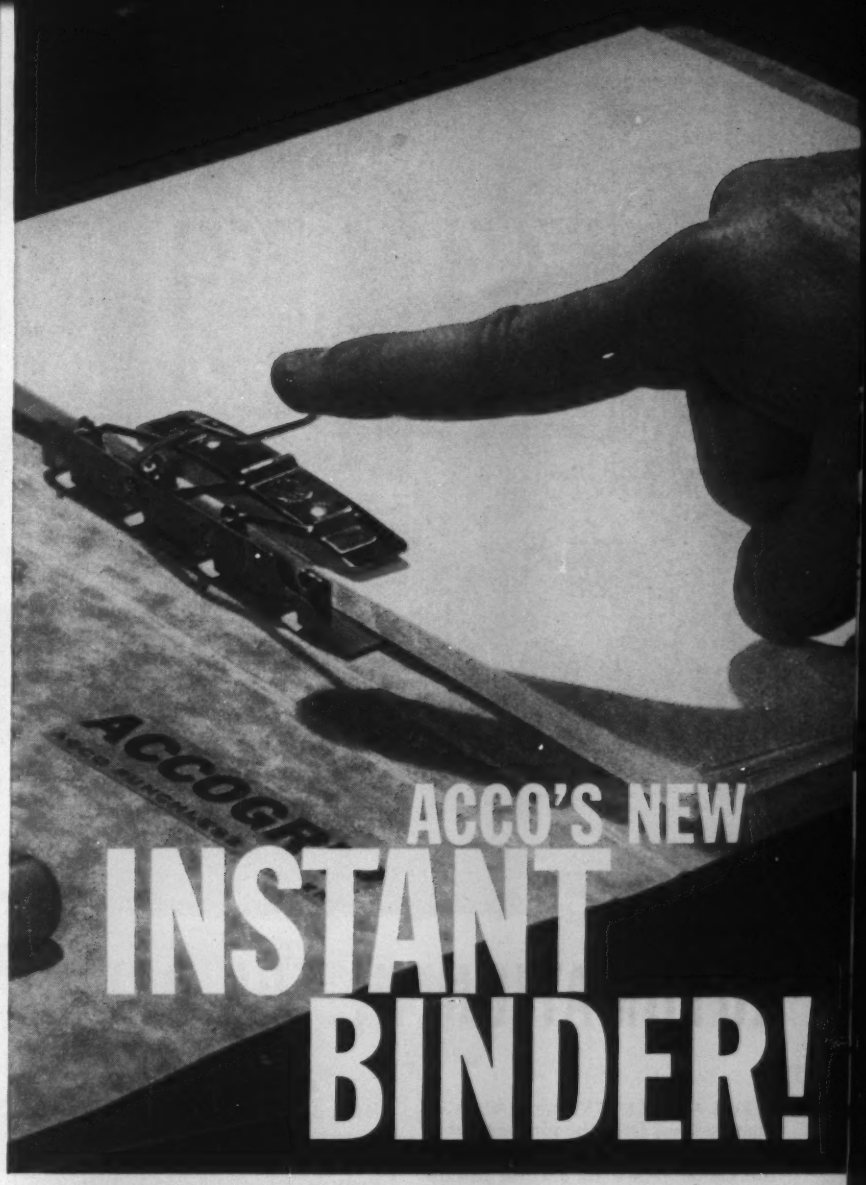
Lie detector cited as means of reducing business thefts

The lie detector will be used by more than 50,000 major businesses throughout the country to reduce internal dishonesty, according to the prediction of Lincoln M. Zonn, business consultant of New York and Boston. Speaking before the Greater Miami Credit Association recently, Zonn pointed to a 37.5 per cent rise in employee pilferage in 1959 as the basis for his prediction. The percentage figure amounted to a four million dollar loss per day raked dishonestly from business profits, the consultant added. "This figure represents only losses substantiated by bonding company reports," he explained, "Like the iceberg, the greatest part lies below the surface undetectd." Zonn told the group of businessmen that the lie detector is used predominantly to verify pre-employment interviews, to periodically screen departments with high inventory shrinkage, and to pinpoint dishonest employees in the case of specific loss. Reductions of 50 to 80 per cent in inventory shrinkage have been reported as the result of periodic screening, Zonn stated.

"Though morale may suffer initially, screening tends to become accepted as a routine matter within a short time if properly explained. The first time an innocent suspect is cleared and a guilty person found quickly and conclusively there is no more morale problem," Zonn explained.

Laminating now possible on Thermo-Fax photocopier

The Minnesota Mining and Manufacturing Co., recently announced a new method of laminating papers, letters, cards, charts, photographs, and other documents with plastic film on the company's Thermo-Fax copying machines. The process was reported to require no special equipment or adjustment: The original document and plastic sheets are inserted in the copying machine and emerge completely bonded with a transparent seal that resists liquids, grease and smudges. According to the company, the average cost of laminating an 8½ by 11-inch document on both sides runs from 9 to 12 cents, depending on the quantity purchased. A letter-size document can be laminated on both sides in less than a minute, the company said.



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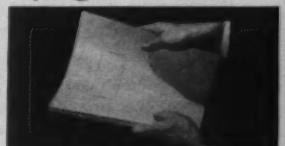

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Here are some typical features on automation in recent issues.

Moderate size Honeywell 400 shown; NCR readies EDP centers..... May

New "point-of-sale" punched tape records allow clerks to give customers better personal service ..... June

Magnetic ink character reading devices, optical scanners promise revolution in input problems and time lag.....July

Sweeping personnel changes forseen as result of automation.....August

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Remington Rand Division announces lease plan

A new long-term lease plan covering all typewriter, adding-calculating machine, and systems products was introduced by Remington Rand.

Announcement of the lease plan was made jointly by Kenneth R. Ierman, president of the Remington Rand Division of Sperry Rand Corp., New York, and Robert Sheridan, president of Nationwide Leasing Co., Chicago. Nationwide will underwrite the program throughout the country.

"This new plan has been developed to meet the needs of both the smallest businesses and giant corporations," Herman said. "Management can now introduce cost saving equipment into its offices without expenditure of working capital. For many firms, it will be possible to pay the monthly leasing charges out of money saved by the new equipment.

"Leases can range in size from as little as $175 for a single adding machine up to hundreds of thousands of dollars for complete office systems," Herman added. "Where additional equipment is included under a master lease, a single transaction could involve several million dollars.

"Leases will normally range in size from 39 to 65 months. In special situations, it will be possible to draw up agreements for as little as two years or as long as 10 years," Herman said. "Renewal options are standard for all leases."

The lease plan will be available throughout the country from Remington Rand salesmen and dealers.

New chapter formed for Systems and Procedures

A Westchester chapter of the Systems and Procedures Association was organized at a charter meeting held in the Roger Smith Hotel, White Plains, N. Y. The steering committee presented a constitution and by-laws which were approved by the 22 charter members. New president of the group is Harlan Thompson, of General Foods Corp.

One of the major objectives of the association is to foster a broader understanding and acceptance of the value of systems and procedures as a component of effective management.

$$$$

VENDING CUTS OFFICE FEEDING COSTS

From coffee breaks to complete meals, automatic venders are replacing costly methods of feeding office workers

Part of vending's spectacular growth is due to new machines, such as six-second coffee brewer.

By JOHN ALLAN RHEA

EVERY DAY some 1,700,000 Americans buy at least one meal from vending machines. This automatic food dispensing business, by feeding workers efficiently and inexpensively, has spiraled from $10 million sales in 1954 to more than $200 million this year—a twenty-fold increase and a major segment of the $2.3 billion-a-year automatic vending industry.

Offices of all sizes and in many industries have been able to adapt automatic vending to company feeding operations ranging from coffee breaks and snacks to lunches. Small offices are now providing beverages and sandwiches to their staffs of less than 100 workers. Large offices are making available complete meal service to thousands of employees.

Stimulating this acceptance of automatic vending by American industry are technological advances which are making this method of selling superior to traditional techniques. The "break-throughs" in recent years have included machines which automatically change bills, which individually brew a cup of coffee in six seconds, which electronically cook a complete meal of meat, potatoes, and a vegetable from frozen ingredients and serve it for 50 cents, and which fill cups of soft drinks with shaved ice.

These techniques — and others now in the planning stage—are responsible for the vending industry's 10 per cent annual sales increase. At the end of World War II sales were $600 million a year; industry spokesmen call their $4 billion prediction for 1965 "conservative."

The growing utilization of automatic cafeterias in the feeding of employees is predicted by Aaron Goldman, president of the G. B.

Showcases of vending are completely automatic cafeterias at Carl Loeb Rhoades (top of facing page) and House of Seagram (above).

Macke Corporation, Washington, D. C.

"Automatic cafeterias can already vend about 90 per cent of the kinds of foods which most workers want for their meal away from home," according to Goldman. "The machine which will vend a tasty hot platter for the patron who wants a heartier meal is just rounding the technological corner."

Goldman cites these four industrial trends that lead to vending:

1. the growing tendency toward the half-hour meal period;

2. rising costs of conventional cafeteria operation, particularly labor costs;

3. the erection of new plants and offices in outlying areas where commercial feeding facilities are not accessible;

4. the endorsement which management has given to coin-operated cafeterias on the basis of recent experience.

One company that has had outstanding success with automatic food vending is the New York Telephone Co. Feeding operations were costing the company well over $100,000 a year until it installed vending machines in seven

Vending machines can serve 90 per cent of foods workers want for noon meal.

of its Manhattan office buildings. Losses have dropped 40 per cent, according to Paul Silvia, traffic quarters supervisor, and now the company hopes to break even eventually.

Automatic vending is only a supplement to the cafeteria in six of the seven buildings. Yet, it is essential to a 24-hour-a-day business such as a telephone company. Since it is economically impractical to keep the cafeteria open all day and because nearby restaurants may be closed at night or the neighborhood dangerous for women to venture into after dark, automatic vending offers an answer. A total of 5,000 telephone company employees, working on staffs which range in size from 60 to 600, have access to food vending machines.

One of the most advanced automatic cafeterias went into operation this summer at Carl M. Loeb Rhoades & Co., where it feeds more than 600 employees in New York's Wall St. District. Special casserole dishes prepared by the Brass Rail restaurant chain range in price from pot roast, peas, and potatoes at 55 cents to frankfurters and beans with cheese strips at 45 cents. Also available are such exotic

foods as Swedish meat balls and Italian lasagne.

The installation is serviced by two employees of Continental Food Service, a division of Continental Industries, Inc., makers of the vending machines. Equipment consists of two hot food dispensing machines, two fresh brew coffee machines, two bread and pastry machines, one candy, one cigarette, one soft drink machine which serves crushed ice in each cup, one milk machine, one ice cream machine, one hot and cold sandwich and dessert machine, a dollar bill changer, and two coin changers. All equipment, labor, and fixtures are provided by Continental Industries; the financial firm supplies the space and pays for utilities. The vendor then takes all profits but receives no subsidies.

Although the cafeteria seats only 72 persons, large volume operation is possible because employee lunch and work break periods are flexible. Cafeteria hours also are flexible. Ordinarily open only from 7 a.m. to 7 p.m., the cafeteria can be kept open until 9 p.m. after a 4 million-share-day at the New York Stock Exchange. (After a 6 million-share-day the cafeteria might have to stay open until 3 a.m.).

Another impressive automatic cafeteria is run by Restaurant Associates (operators of New York's fashionable bistroes, the Brasserie and the Four Seasons) in the basement of the new House of Seagram. Although somewhat less pretentious than its high-status stepsisters, the cafeteria is no Cinderella. A vivid mural of geometrical figures, done by artist Mary Buckley at a total cost of $3,000, covers an entire wall and makes the cafeteria a showcase of automatic vending.

Seating 136 persons in this fashionable, yet utilitarian setting, the cafeteria serves Seagram's 700 office employees. About half of these eat lunch there on a normal day. Inclement weather brings an influx of building tenants and outsiders, which often swells the lunch business to a thousand customers.

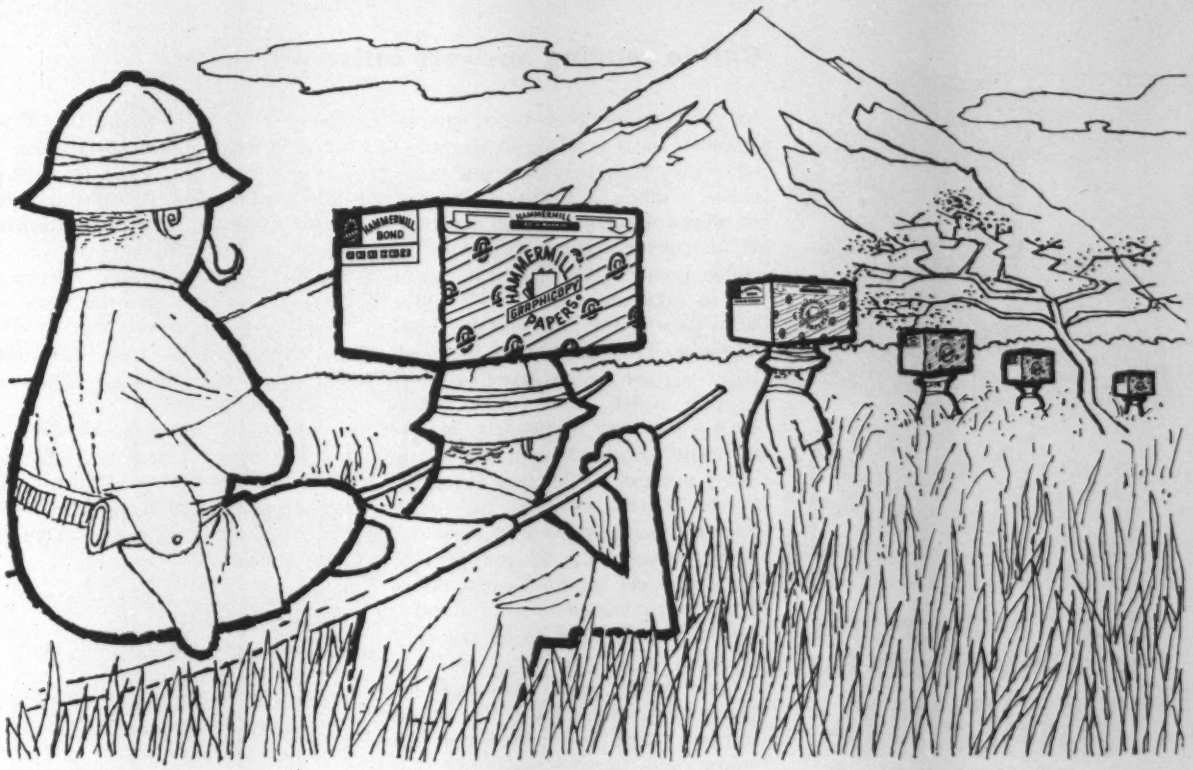
Ten vending machines offer coffee, milk, soft drinks, canned soup and other hot foods, cigarettes, pastries, and sandwiches. At the entrance to the food serving area are a dollar bill changer and a change maker.

All these examples illustrate the use of food vending in large offices. But what about the small office? Unfortunately, present economics of vending makes complete meal service impractical unless high volume can be maintained. The number of employees necessary before a company can install food service may range from 200 to 400, according to estimates of vending industry spokesmen, machine manufacturers, and office managers. One office manager has a specific answer to this question. He believes that a food vending operation cannot break even unless 255 employees spend an average of 21.4 cents a day for meals.

Yet, technological developments may bring food vending into the small office. Joe Kernell, general manager of ABC Vending's metropolitan division, Long Island City, N. Y., reports that the problem of low volume can be solved by a machine that could store frozen food for a long period of time and electronically heat individual orders as needed. Such a machine has been under development for three years, according to Kernell, and may be ready for use within a year or two.

A machine of this type would constitute a major "break-through" in food vending. No longer would it be necessary to wait four hours for frozen food to thaw before it is usable. No longer would the vendor (the man who operates the machine) have to guess what employees will buy each day. If he estimates that his vender (the machine itself) can sell 25 portions of meat loaf and 50 portions of spaghetti, for example, and if employees buy all the meat loaf but don't touch the spaghetti, he has two problems: The employees grumble that they can't get what they want, and he has to throw away all the spaghetti. By reducing this spoilage, the vendor can keep prices down and still maintain an adequate selection to lure employ-

Bill changer (above) is important development; workers go through "cafeteria line" (below).



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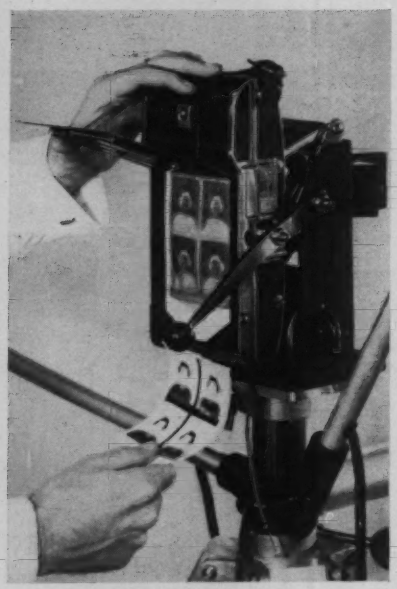

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Coffee vending answers office problems

ees away from other eating places.

While meal vending in the small office may have to wait a few years, coffee vending is firmly established in offices of every size and function. If management doesn't believe the coffee break is here to stay, let it try to take away on-the-job coffee from its working girls and see what happens. There is always the company across the street that does provide coffee. The coffee break, once a privilege of the few, is now a "must" fringe benefit for many office workers. The Pan-American Coffee Bureau, which has more than a passing interest in such statistics, reports that 74 per cent of all employees in the United States are now permitted to take a coffee break, as compared to 49 per cent in 1950.

The coffee break also owes its existence to technology. The major impetus came in 1946 when two young men, Lloyd Rudd and Cyrus Melikian, turned a battered old Coke machine, some airplane and auto parts salvaged from a junkyard, and $8,000 into the first coffee dispensing machine. Today 100,000 coffee venders dispense two billion cups a year.

The quality of coffee available from machines has had an equally spectacular increase. The early powder and frozen concentrate mixes have given way to new ingredients from which individual cups of coffee can be brewed. Pioneering this method is again Rudd-Melikian, Inc., with its "Brew-A-Cup" machine. This machine brews an individual cup of coffee from ground coffee beans, filters the liquid, and serves it with the customer's choice of cream and sugar—all in six seconds.

The case for individually brewed coffee is summarized in a study made by Rudd-Melikian. According to their research, the flavor of brewed coffee deteriorates noticeably after one hour at high temperatures (147 to 197 degrees Fahrenheit). Their conclusion is that coffee brewed in batches and left in the vending machine for a period of time cannot retain high flavor and quality.

But these advanced models of coffee venders have one big disadvantage: their high initial cost. A machine that can vend 500 cups of individually brewed coffee sells for about $1,500. Vending machine operators are reluctant to tie up capital by putting such expensive equipment in offices unless they are assured of high volume. Smaller machines, which cost less than $500, are available for offices of 25 to 100 employees.

Automatic vending, however, is not the major source of coffee for office workers. The following figures from the Pan-American Coffee Bureau show how office workers got their coffee in 1959:

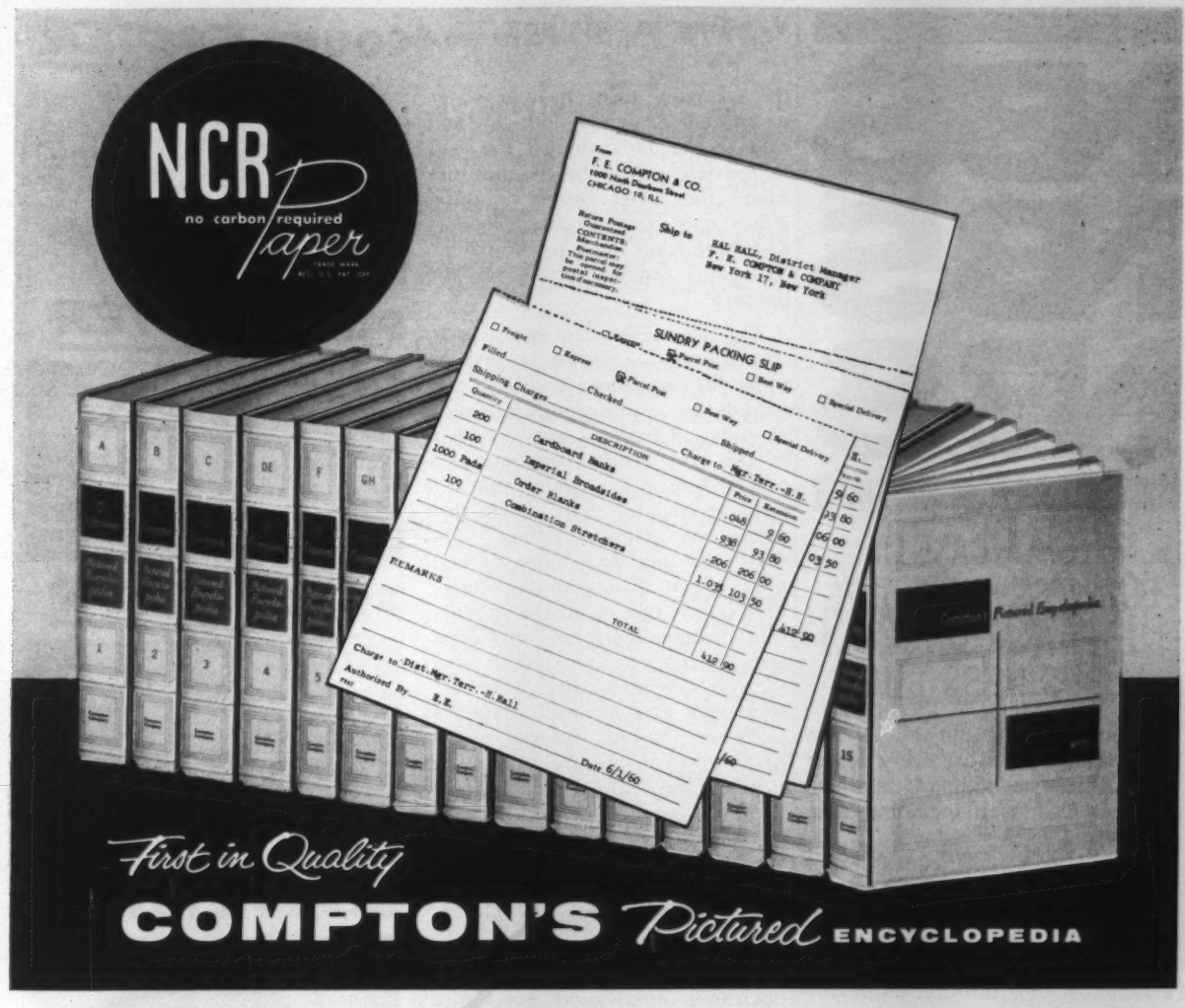
Restaurants	28%
Coffee cart	3%
Company cafeteria	17%
Vending machines	10%
Made by employees	31%
Brought from home	5%
Other sources	6%
Total	100%

(By comparison, factory workers bought 26 per cent of their coffee through vending machines and made only 15 per cent of their coffee at work.)

These figures show that more than half of all office workers go out for coffee or make it themselves in the office—the two most time consuming methods of getting coffee. Automatic vending may offer solutions to this problem of lost time.

Or, to put it another way, the girl who earns $75 a week and who takes two 15-minute coffee breaks a day costs a company $225 a year. The time lost is equal to three weeks' vacation with pay. Office managers could save their companies money by reducing this lost time while retaining the coffee break, which has proven its worth to office productivity and morale.

One economical method of providing coffee is called packet vending. Using this method, employees buy small packets of coffee, tea, soft drinks, soup, and other foods, which they make themselves with hot or cold water from the water cooler. The packets may be sold through machines or manually, but



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Vending in retailing

the company must have a water cooler that dispenses both hot and cold water. This method has had its greatest success in communities where the water supply is unreliable and bottled water vendors distribute fresh water to companies. The same vendors usually sell the packets.

The future for automatic merchandising (the industry's favorite term for machine vending) may hold many applications unthought of today. Charles Cole, president of the New York Automatic Retailers Association, states that "A vending machine makes more unit sales than manual selling," and that "Vending does more to keep prices down than manual selling." (He claims that of all the products sold through machines, only cigarettes are more expensive than when they are sold manually). Cole mentions such products and services as clothing, gasoline, subway tokens, parking space, theatre and sports tickets, and insurance. Some of these are already being sold automatically. "The trick to successful vending," he says, "is not eliminating the salesperson, but making the item available 24 hours a day."

Since vending machines are not salesmen, but merely "order takers," their applications are limited to pre-sold products. Machines will probably never dispense women's shoes or engagement rings. But automation is making inroads into retailing. The most notable example is the men's underwear vender installed recently in Macy's New York department store. The machine makes change not only from coins but from currency up to $5, and it rejects counterfeit bills. Similar machines had been tried in 1950 at Wm. Filene's Sons Company of Boston to sell low-priced items such as combs, handkerchiefs, and toys, but were dropped, according to industry spokesmen, because of the lack of change-making equipment to handle $1-, $5-, and $10-dollar bills.

Another need in vending is new packaging to make vended products more attractive, according to Arthur D. Stevens, assistant vice president of the Vendo Co., Kansas

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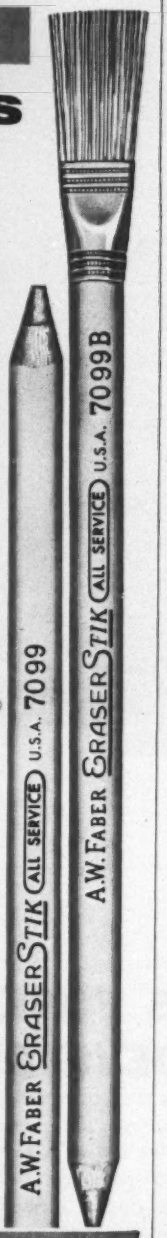

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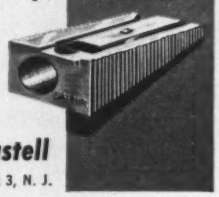

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Pencil Co., Inc., Newark 3, N. J.

New marketing patterns

City, Mo. "Experimental work is being conducted in designing plastic containers in a rainbow of colors and in every possible shape compatible with existing vending equipment." He cites transparent film wrapping and colored metals in new weights, which will lead to more attractive containers.

"This will mean a revolution in the packaging industry, and we will see a wide range of materials which are all acceptable for requirements of automatic merchandising," Stevens predicts.

The largest segments of the vending industry traditionally have been cigarettes ($840,000,000 in 1959), soft drinks ($633,200,000), and candy ($225,000,000). Last year vending machines sold 20 per cent of the nation's candy bars and soft drinks. But new marketing patterns may be established by such vending installations as Grand Union's grocery store in East Paterson, N. J., which automatically dispenses bread, milk, meat, and bakery goods, 24 hours a day, seven days a week. In the future, other retail stores may find automatic vending more efficient and economical than semi-skilled sales help.

"Vending machines are opening up entire new marketing areas for almost every kind of product purchased by human beings," declares Cyrus Melikian, executive vice president of Rudd-Melikian, Inc. "And the significant fact here is that, in almost every instance, the machines are not taking business from some other source, but rather are increasing per capita consumption."

But vending, which proclaims itself the industry of the future, is older than most people realize. The first vending machine was built more than 20 centuries ago—sometime before 215 B.C.—in Alexandria, Egypt, by a barber named Tesibius. It was used in Egyptian temples to dispense a cupful of holy water when one of the faithful dropped a five-drachma coin (equal in modern money to about 75 cents) into the slot. Marie Antoinette's milliner summed it up when she said, "There is nothing new except what is forgotten."

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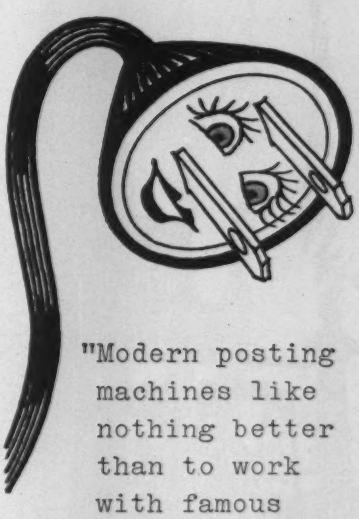

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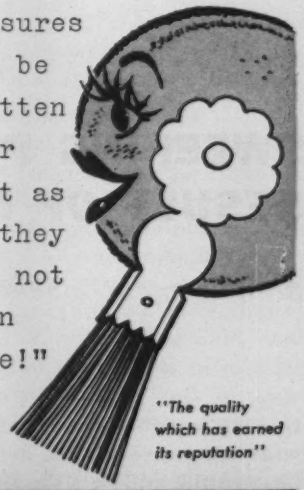

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Conclusion —

SWEEPING PERSONNEL CHANGES FORESEEN AS RESULT OF NEW AUTOMATION DEVELOPMENTS

Management will be affected with clerical staff

IF THE hypothesis expressed in the first article in this series is correct—that the overall effect of automation in the office will be a drastic cutback in the number of lower level jobs, without a corresponding increase at higher levels, what offsetting factors can be looked for to take up the slack?

Most immediate, of course, may be the forced drafts which will probably be given the economy after the election in November. The Democrats have long been pledged to a deliberate effort to expand gross national output. The Republicans, under the leadership of Vice President Nixon, at first derided this principle, but ever since the rapprochement between Nixon and Rockefeller on the eve of the Republican Convention, there can be little doubt that Nixon, too, will try to meet the same ends set forth by Kennedy. Since there is little doubt whatever that Congress will remain Democratic this fall, the chances are that economic and monetary policies designed to make possible easier credit and general expansion of production will be pushed early after the inauguration of the new administration.

By the same token, defense industries can expect to get enormous new grants. Already, even in the dying light of the Eisenhower administration, funds appropriated in the past for defense and immediately frozen by the Administration are being released. New and larger appropriations—which will not be frozen—can be expected under the new administration—whether the President's name is Nixon or Kennedy.

If gross national product is raised at the rate of 5 per cent a year, or even at a higher rate, there will be more than enough jobs to offset the effects of automation both on production line and in the office. What kind of jobs they will be is another factor.

Funds plunged into the new and advanced weapons of war will not necessarily increase the sum total of jobs for unskilled workers. But funds expended on conventional weapons can be expected to. The fact that the Russian army has been almost completely re-equipped since World War II while ours has not may be meaningful in this context. If gross national product is expanded, we presumably will not have to choose between guns and butter: We can have both. Perhaps, indeed, we must have both. Therefore, as jobs in some categories expand, the purchasing power cycle will also expand, and openings will be created for new workers or workers displaced from other jobs.

Displacement, not unemployment

So the immediate prospect is not technological unemployment as such, but technological displacement. This hardly solves the problems of the office worker, however, For expansion of industrial output does not necessarily imply a new rash of companies, but rather greater output from existing companies. And the impact of automation, and the centralization of clerical functions which is possible with automation, still argues a gradual lessening of the number of jobs for office workers in the lower echelons, and, to some extent, in the middle echelons, of many American companies.

It was mentioned at the conclusion of the first article in this series that automation had, according to a study conducted by Ida Russakoff Hoos, cut down on the absolute number of jobs in several firms surveyed in the San Francisco area, and had not appreciably raised the requirements or the job interest of the others. To quote Miss Hoos:

"Displaced by automation are the accounting, bookkeeping, filing, and ledger clerks, the backbone of

Even vice presidents are frequently by-passed

of the clerical work force, and their supervisors. With the punched card the most widely used medium of input into the computer, the category of workers which has grown substantially with the advent of EDP is that of key-punch operators. The increase in key punch jobs offsets only partially the jobs eliminated by the automated office procedures. . . . "

And keypunching is an intermediate step in many automated installations. If the volume of input becomes large enough, it pays many companies to set up a system under which incoming information is either received in the form of punched paper tape, or is immediately converted on receipt into punched paper tape, which can then be run through a tape-to-card converter for immediate input to a computer. The whole time consuming key punching operation can be eliminated. And so another major computer-created "new" job category at the routine level is eliminated.

All levels affected

Nor does this technological change affect just clerical workers and their supervisors. The mere fact of a trend toward recentralization threatens a myriad of middle management and executive positions as well. Under a decentralized policy there was a comfortable layer of human beings between every company headquarters and every decision point. Work was duplicated in many instances, various checks had to be computed twice; many sets of records had to be kept in two different places; entire echelons of authority had to be constructed to handle the same responsibility.

The mere fact of a trend toward recentralization of authority and action thus threatens many jobs at all levels. If production can be automatically adjusted at various factories of a national company by the determination of a computer at a central point, how much authority and responsibility is it necessary to vest in a production staff at each plant? If all the timekeeping, pay, employment records of each plant can be maintained at headquarters how many clerks and supervisors are still required at the plant? Or at the sales offices? Or at the warehouses?

Moreover, even at the central point, the impact of computers represents such a new way of doing things that many traditional positions at all levels may be affected. The computer can, potentially, illuminate many mistakes in judgment or perception with a grim and revealing light. It accelerates the pace of business to the point where the comfortable, easy decision-avoiding mechanisms of the past will no longer do. Thus, even as the total number of jobs is cut down, the demands of the remaining jobs will become more severe, and the weeding out process—if business follows its head instead of its heart—more rigorous.

And this is at the heart of the difficulty expressed in the phrase—"we'll have a quantitative average of workers, and a qualitative shortage. . . . "

Already, according to the Hoos report:

"Even vice presidents are frequently bypassed when the customary business operations related to procurement, production, sales, and so forth are encompassed by the computer. Several such individuals reported that they are rarely consulted until after changes have been made, that they sense their presence is merely tolerated, and that it is obvious to them that when they retire their posts will not be filled."

Even lacking such a drastic solution as this, it is perfectly obvious to anyone who has ever worked in a few American companies that strict scrutiny of many routines or, even worse, the sudden changing of routines, would reveal many totally unnecessary jobs being held by people who have so long been comfortably settled in the routine that they will find it almost impossible to adjust to new circumstances or responsibilities. Whether many of them—at either executive or clerical level—have the ability to meet new demands is also a moot point.

This process affects all levels. For as a department's duties change, or as many of its duties are removed, and its people are transferred, the layers of protecting, screening personnel, the "private empires" cloaking relatively inefficient executives are removed. Supernumeraries are revealed with their jobs—and the relative superfluousness of those jobs—pitilessly exposed.

Fear may slow process

This fact, of course, carries with it, in human terms, some of the defenses which will slow the acceptance of "total" automation. For everyone, particularly in a position of authority, who realizes, or even merely fears, that eventually his job will come under a scrutiny that it cannot bear, will undoubtedly work to slow down the introduction of automation into his area of authority as much as he can. There is a great difference between a machine which may possibly replace a number of clerks, and the same machine, when after a year of so of work, it becomes apparent that it may very well take away the executive's own little empire, and possibly his own *raison d'etre.*

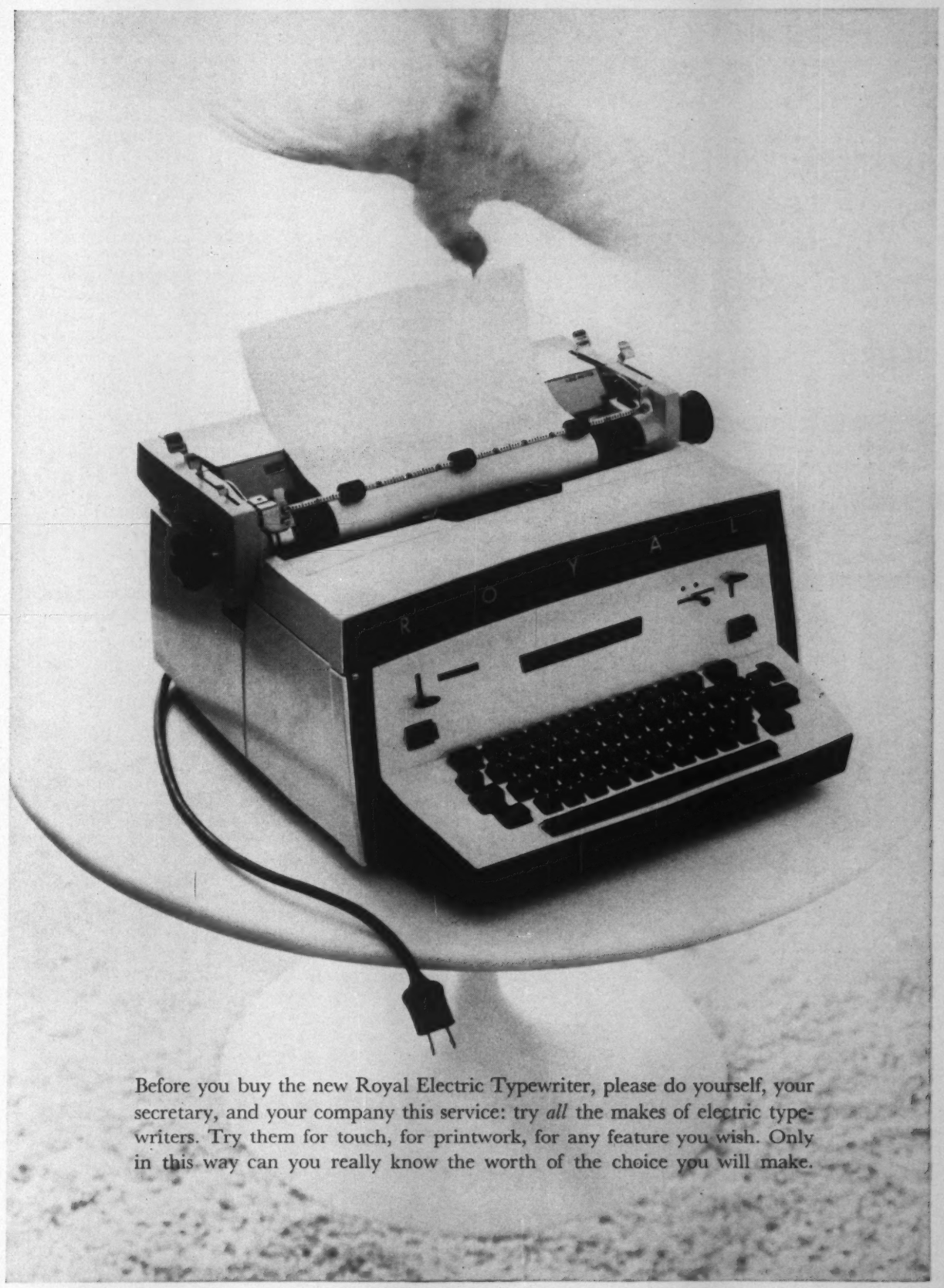
Whether this is good or bad is beside the question; it remains a factor that will slow the effects of automation in offices. And, as increasingly higher echelons of management are affected, the slowing down will become more pronounced.

In the long run, however, these will be merely delaying tactics: The inevitable outcome will be the weeding out of the pockets of resistance, and the replacement of the relatively inefficient with those who can make the right decisions at the tempo set by the computer.

The race will be, more than ever, to the swift, in other words.

But what of the slow? Even with expansion of the service industries, and expansion of the total national output with a shorter work week, can they *all* be absorbed in productive jobs? Doing what?

Perhaps the answer lies deep in the research labs of some of the nation's companies manufacturing the new electronic giants. They are concerned over the effect of their products on the economy for the most pragmatic of reasons—the economy must remain healthy, or everything, including their companies, founders.



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New economy

And one of them—the research chief of a major electronics manufacturer—recently made this point: The real wealth of a nation is represented not by the amount of money in circulation, or the number of people who hold gainful jobs, but rather by the amount of goods that nation can produce for consumption and building. The other factors are traditional tokens of prosperity because the traditional economy has developed in such a way that, when jobs decline, purchasing power declines; as purchasing powers declines; the market for products declines, and the total amount produced inevitably falls. This, in turn, causes more jobs to be lost, more purchasing power to be lost; and once again the market for products diminishes.

What is envisaged is some kind of distribution economy in which goods can be made so cheaply that they can be acquired easily by people even with relatively low paying jobs, or people on a short work week cycle, or—even more radical —some kind of system in which goods are distributed to people without regard to their jobs or income at all.

Visionary? Perhaps. But we already have an economy in which farmers are paid for not producing, in which social security, which was such a radical idea when it was introduced 25 years ago last month, has become a major stabilizing force in the nation's economy, and there are serious suggestions from responsible economists that the protection it gives be doubled. Lowering of retirement ages is already in the cards.

This will not offset the many predictions made by this magazine and others of the need for older workers in the years ahead. Again the distinction is that which exists between ability and lack of it, rather than between youth and age. It is the brightest who will be just about good enough for an environment in which the office is composed of machine tenders, technicians, and executives, with their immediate staffs. The machine tenders can be trained, in schools, or on the job. So, to a large degree, can be the technicians. Adequacy on the job will be the criterion, at the lower levels, rather than a high degree of brilliance or initiative. But at the higher technical levels drive and originality will be necessary, and at the executive level, the highest degree of creative and analytic ability will be called for.

This is the prospect we face—not in the immediate future, of course, but sooner or later. The speed with which it comes will depend on the changes brought about in the economy after 1961, and the resistance to change which occurs as the impact of automation becomes more pronounced. The waxing or waning of our contest with the Soviet will play its role, too, in determining how fast these things come about.

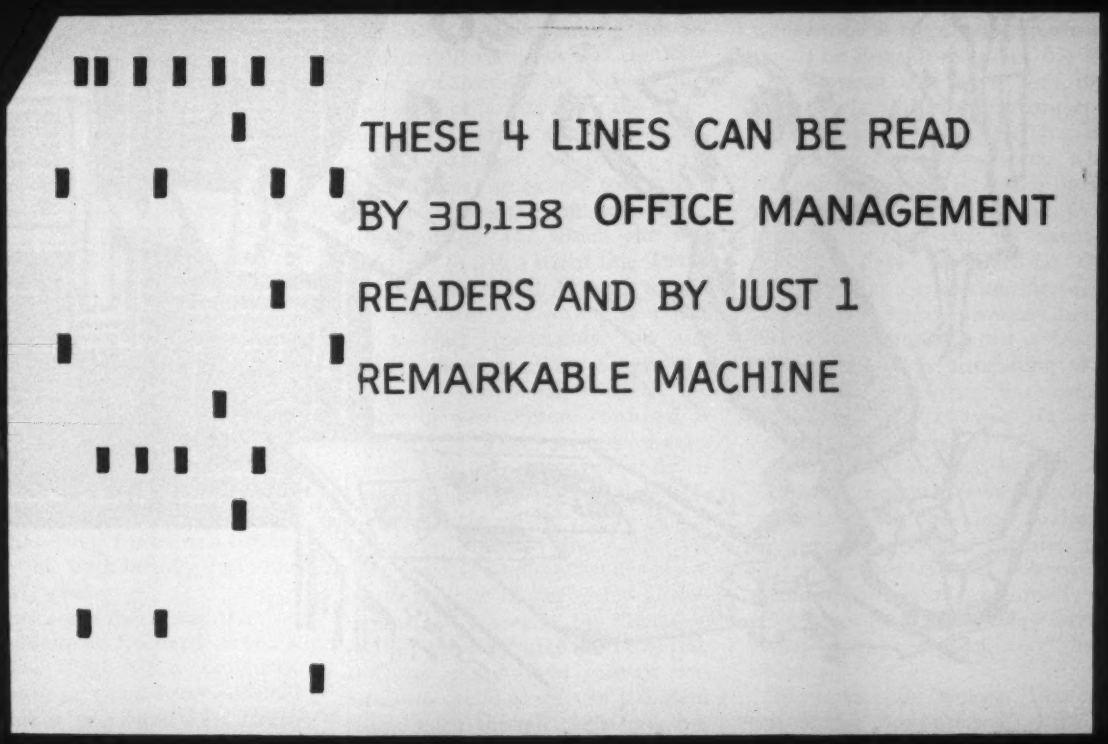
But it does seem quite certain that, sooner or later, we face a future in which, while the rich may not grow richer, and the poor poorer, the best will have to work harder, while the mediocre will be the main beneficiaries of shorter work weeks and cheaper goods.

AMA meeting will feature study of administration

Why is top management giving the same emphasis, respect, and support to the administrative function that is usually given to marketing, manufacturing, research and development, and finance?

This is the principal question to be answered at the American Management Association Special Administrative Services Conference, scheduled for Oct. 17-19 in the Roosevelt Hotel, New York. Conference speakers, who are authorities on administration, will trace the development of administrative reorganization.

Among the speakers are the following: Stevens L. Shea, vice president, data processing, American Insurance Co.; Charles M. Skade, senior vice president, administration, Fuller & Smith & Ross, Inc.; Marshall K. Evans, vice president, management services, Westinghouse Electric Corp.; Alfred B. Howe, manager, office operations, Smith, Kline & French Laboratories; William L. Crunk, general supervisor, sales offices, Reynolds Metals Co.; Edmund D. Dwyer, chief, Navy Management Office, Navy Dept.; L. Griffith, assistant controller, International Latex Corp.



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THE FOIBLES OF ELECTRONIC COMPUTERS

Despite their attitude of smug superiority, electronic computers are not taking over the world

By MARY D. LYONS

In a New York bar recently, a businessman in the beginning stages of belligerence startled the bartender, who had refused him another drink, by saying, "You'd better be careful, Mac; you know, you *could* be replaced by an electronic computer!"

The bartender, being a kindly and gracious man, accepted the remark with a tolerant smile, which he continued to wear as he dexterously ushered the man out onto the street.

Unfortunately, there are a great many individuals, who, upon being confronted with such a threat, would not have accepted it with such aplomb. For the age-old worry of man vs. machine today lurks, a special menace, in the hearts of men.

Even before electronic computers reared their amazing the awesome heads in American society, the fear of automation had long been present. Frankenstein (1818), R.U.R. — Rossum's Universal Robots (1921), and the film, Der Golem (1915) are but three classical examples which have frightened and fascinated many of us.

And then, too, we are constantly reminded that there are close analogies between electronic circuits and the human nervous system. We are told that there are computers diagnosing illnesses; that there are computers doing abstracts and composing symphonies; indeed, even

that there are computers which (or who?) are able to reproduce themselves! And now we hear that computers may even be able to moralize, for there is talk of building a set of routine, "majority-approved" ethics (sort of like the Ten Commandments) into the machines. Will they, one wonders, make some revisions? Perhaps a whole new moral code will emerge – sternly rattle out by pious EDP's.

Computers are no Pollyannas

And the fact that these machines are able to do so much—add, collate, search, predict, etc., etc.—has given rise to a whole new sociological problem—machine envy.

Men don't like to be jealous of electronic data processors – it just isn't dignified, but the machines receive so much extravagant praise and laudation that it wouldn't be *human* not to envy them.

That's why it is so comforting to know that occasionally these machines aren't quite the little Pollyannas they're made out to be. Perhaps it's not sporting to cat about the EDP's but if they insist upon behaving like human beings, they'll simply have to get used to a certain amount of back-biting, just like everybody else.

For instance, there was that recent incident at Leonard Arkin & Son, New York dress designers. Their computer had been installed for about a year, and Mr. Arkin had become inordinately fond of it, because it had, like a good friend, faithfully and accurately gone about its business of adding, subtracting, collating, merging, printing reports, and even spotting trends.

It had displayed so much competence and integrity in its work, in fact, that the real live Arkin employees had become a bit miffed, and they expressed their hostility toward the machine by referring to it as "the monster," and to the room where it was kept as "the chamber of horrors." One week, however, this paragon of electronic virtue went completely berserk; it substracted, instead of added, the sales of royal blue dresses. Of course, the incident was easily remedied, but for a brief while, the financial loss as indicated by the heretofore well-behaved computer caused Mr. Arkin & Son a bit of fright. And, of course, all the human employees suffering from machine envy had a good laugh.

There was that time, too, when the computer at the Long Island Lighting Co. went haywire and issued gigantic light bills. There were astonished faces all over Long Island that morning when thrifty homemakers discovered their usual $20 or so bimonthly statement to have skyrocketed to $180 or so. Ironically enough, among the indignant bill receivees was the IBM office in Garden City, N.Y.—which does seem only fair, since the delinquent was, after all, their baby.

A courthouse computer once made a dreadful boner, too. A woman was arrested on some very minor charge for which she was supposed to pay a slight fine. Denying the charge and refusing to pay the fine, she was promptly taken off to jail (ostensibly for one night). Somehow or other, the computer, which had received the report of her offense, confused it with a far more serious charge, which naturally involved a much longer sentence. Her jailers believing implicitly in the justice of the computer, received the faulty report from it and behaved accordingly. In spite of her angry protestations of innocence, the decree issued by the computer was observed, and the unfortunate woman was forced to spend 31 days in jail. And today, even though she's free, her neighbors still hear her bitterly complain about our "machine-infested penological system."

To err is computer-like

And so the moral is—that if to err is human, it is also computer-like.

To be fair, one can't castigate the poor machines too much since everything they do has at some point been dictated by man. In fact, though the solution of mathematical problems and other feats performed by computers do resemble the processes of human thought, the resemblance is really too superficial to warrant the conclusion that these machines are in any essential way human.

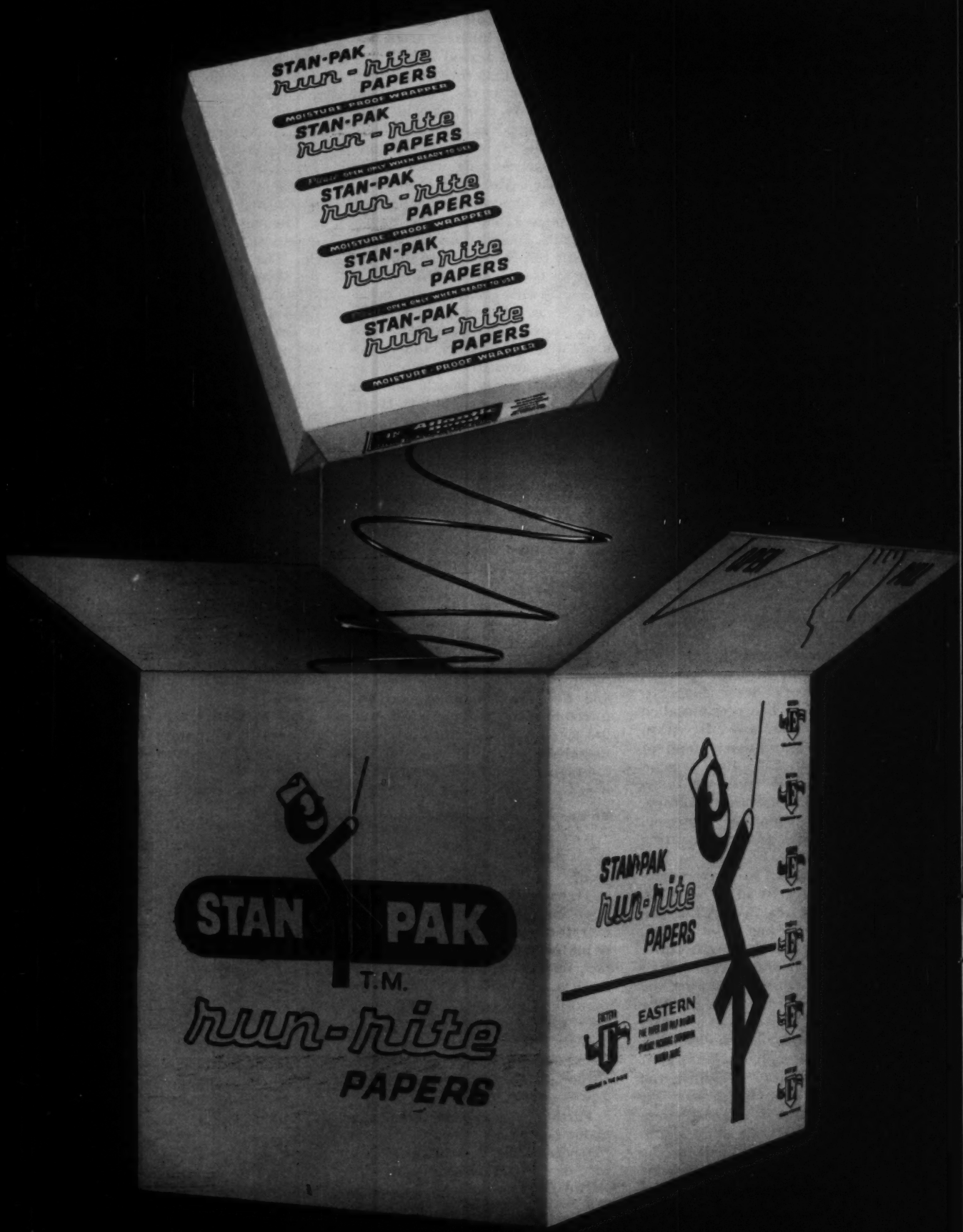
Further, to say something nice about computers, for a change, it has been stated that when the history of our age is written, it will record three profoundly important technological developments: nuclear energy, which tremendously increases the amount of energy available to do the world's work; mechanization, which greatly increases man's ability to use tools; and computers, which multiply man's ability to do mental work. And many believe that, of these, the computer will bring the greatest benefits to man.

The reason computers are so misunderstood is largely due to semantics. The English language has not yet invented the words that deal definitively with the new concepts. Even the word "computer" is grossly inadequate in describing what the machine really is. In the broadest sense that we use the word "think," it can safely be asserted that we have no machine that thinks. What a computer does is to carry out a logical process that is not at all human. To call it "thinking" would be as misleading as to say that a typewriter has human characteristics because it can "write" a manuscript.

And as mentioned before, the "human" comparison has also been perpetrated by the close analogies between electronic circuits and man's nervous system; computing machines are even occasionally reported to have "nervous breakdowns" and respond to "shock therapy."

However, the reports that describe the computers in human terms neglect one very important fact. *Free will,* the essential human quality, is absent from all of these machines. In no way can this quality be attributed to any machine yet developed, nor is there any indication that any such machine could be developed.

Imagination, creativity, originality, and genius are still purely human ingredients, too, and it seems unlikely that computers will ever intrude upon them. In effect, the computer will in all probability always remain a kind of mechanical slave to man. A wonderfully competent slave to be sure, but still a slave and still mechanical. As a servant to man, the machine is to be greatly appreciated because it will undoubtedly bring about untold benefits to mankind. But, as everyone knows, without human guidance, the machines would only be so much scrap metal.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New billing forms save $12,000 a year for Monroe Calculating

MONROE Calculating Machine Co., Orange, N. J., is saving $12,000 a year in handling approximately 100,000 Snap Apart forms for billing, accounting, and collecting activities. These savings are made possible by a forms system that eliminates the need for issuing invoices and opening up accounts for a large volume of small billings covering supplies handled by the company's branch offices.

The losses on unpaid invoices for small amounts are trivial compared to the $12,000 saved, according to Monroe, which adopted the time and money saving forms designed by Stephen Greene Co., Philadelphia.

Monroe installed this system to handle its branch office small supply invoices. As all accounting is done at its home office at Orange, the problem was to design a form and a procedure that would not add work for the branches and would, at the same time, reduce the work done by the headquarters office.

The Snap Apart forms permit the branch offices to type up a set of forms that contains three copies of the invoice which the branch mails directly to the customer. One copy is returned by the customer with his remittance to the home office. This set also includes a branch office copy and three parts to be sent to its home office—one for accounts receivable, a second for statement copy, and the third as a collection copy. These three parts are still attached as a unit to the Snap Apart stub, but with the carbons removed.

The sets are consecutively numbered, but the branch office types in its code number as a prefix. These numbers are helpful in identifying payments received at the home office.

If the amount of the invoice is less than $10, the home office copies are not recorded in any way. They are merely filed alphabetically in ledger trays when received.

If the amount is more than $10, they are included in a billing control and put on the books in accounts receivable, and receive regular handling and collection efforts, if necessary.

As payments are received, the three invoice copies are removed from the trays and processed. The accounts receivable copy is put on the daily billing control, and the checks are included in the daily deposit. The statement copy is processed for credit to the branch office.

Once a month the collection copies of invoices more than 60 days old that remain unpaid are removed and mailed to the branch office with a rubber stamp notice to follow up on collection. The remaining two copies — accounts receivable and statement — are filed in an inactive ledger tray. Any items over $4 which are still unpaid at six months are referred to the collection department, which notifies the branch office. Any items under $4 are left in the inactive trays.

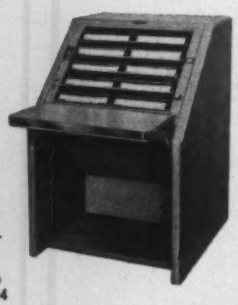
"Say!

...we just finished a 52 hour collating job in 7½ hours."

Collating duplicated sheets into sets has been a tiresome, time wasting task in our office for as long as I can remember.

Now with our new Thomas Collator—what a difference! One girl, one collator, one hour . . . in what used to take all day and . . . no mad scramble to meet last minute deadlines.

Why not write the people at Thomas for complete information—or a free demonstration? If you're like my boss and me . . . you'll be glad you did.

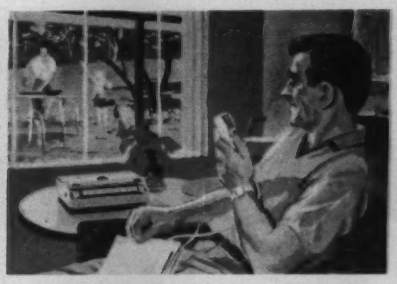


Thomas Collators Inc.
100 Church St., Dept. E1, N.Y., N.Y.

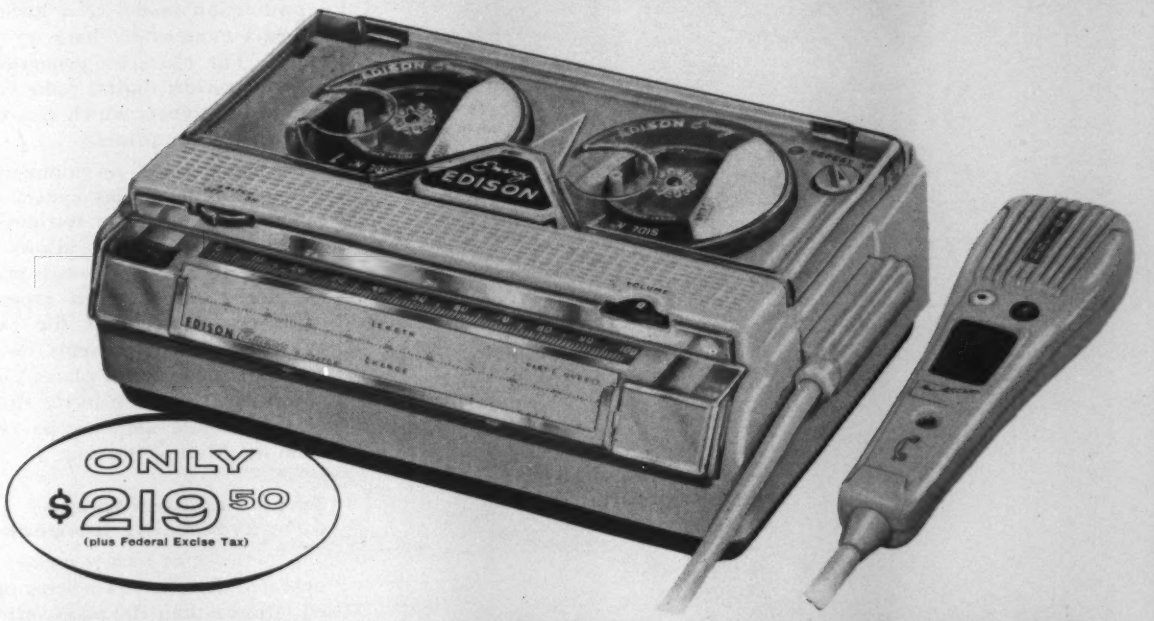
Use Readers' Inquiry Coupon on Page 94

At the office—New Envoy's simple mike controls make dictation—and interview or 'phone conversation recording—a snap

On the road—Envoy is a verbal note pad—to capture facts and observations on the spot. Operates from car battery using low-cost adapter



At home—Envoy lets you keep ahead of correspondence, reports . . . practice speeches and presentations . . . capture ideas as they come



See the Edison ENVOY

A new budget-priced tape dictating machine

THINKING of getting a dictating machine? Here's one you've got to see—the *new* Edison Envoy! Makes magnetic tape dictation easier than you'd ever have thought possible—*and at a budget price!*

The Envoy is designed by Edison Voicewriter, and is backed by Edison's national service organization. Here are some of the Envoy's quality features for ease of dictation:

- Envoy records on magnetic tape; has tape's characteristic sound quality, long "play" time.
- Has dictating controls on mike—where they belong.
- Is all-transistorized for dependable day-in, day-out *hard* business use.
- Has precision indexing—shows where you are, where you want to *be*—without guesswork.
- Features simple control for dictation or interview recording. Optional accessories make it a telephone recorder or secretarial transcriber.

See new ENVOY in action... Mail coupon today...

or contact your nearby Edison Voicewriter office (see *"yellow pages"* under Dictating machines)

To: Edison Voicewriter
Dictation Center, U.S.A.
West Orange, New Jersey

☐ I'd like a 10-minute look at the new Edison Envoy.
☐ Send me illustrated folder.
I understand there's no obligation.

Name_____

Position_____

Organization_____

Street_____

City_____ Zone____ State_____

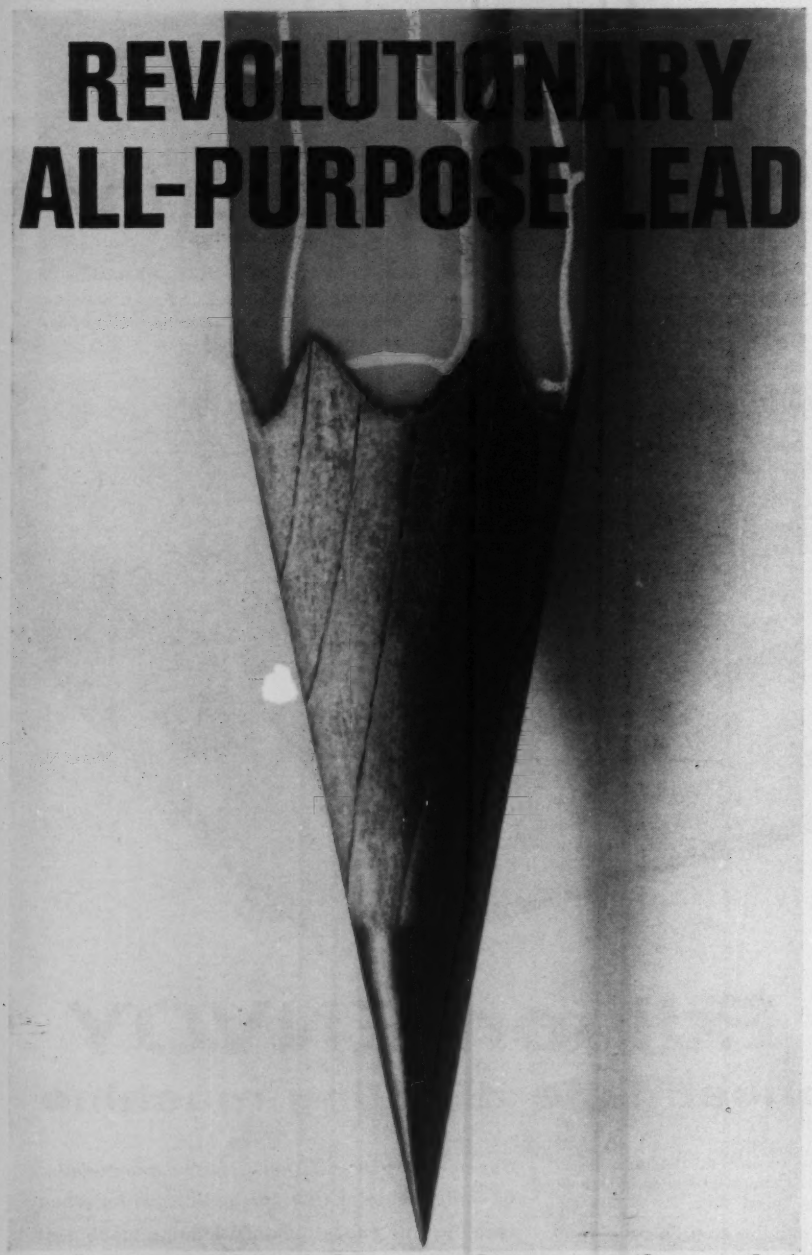
OM-8

Edison Voicewriter

A product of Thomas A. Edison Industries, McGraw-Edison Company, West Orange, N. J.
In Canada: 32 Front St. W., Toronto, Ontario

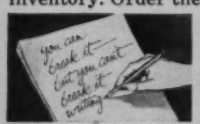
McGRAW EDISON

REVOLUTIONARY ALL-PURPOSE LEAD



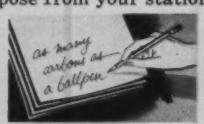
...does writing jobs no other pencil can do!

Venus research has developed an entirely new lead with an improved clay and graphite structure. It not only outperforms any other pencil, it even does many writing jobs better than ball pens. Its unique qualities mean you need *only* the Venus 3500 with All-Purpose lead. Packed 100 or 50 to the box for compact storing, easier stock control, lower pencil inventory. Order the Venus 3500 All-Purpose from your stationer today.



STRONG as a hard-lead pencil. Heavy writing pressure can't break point. Result: less time lost sharpening, greater economy.

BLACK as a soft-lead pencil. Until now, all hard leads write "light." The Venus 3500 writes black, reads clear, erases clean.



CARBON COPIES. Extra point-strength makes as many clear carbon copies as a ball-pen. And the original can be erased.

REPRODUCES signatures, comments, with greater clarity in office copying machines than do most ball pens with special inks.

FREE! Ask your stationer for a sample 3500, or write Dept. OM, Advertising Department, Venus Pen & Pencil Corporation, Lewisburg, Tennessee.

VENUS® 3500

© 1960 VENUS PEN & PENCIL CORPORATION, LEWISBURG, TENN.

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Rapid computer read-out developed by A. B. Dick

Two new developments in the rapid read-out of computer-generated data were disclosed at a recent open house of the A. B. Dick research and development laboratory, Palo Alto, Calif. Both are refinements of the company's Videograph process, which is capable of printing or displaying at rates of up to 20,000 characters a second.

First of the two developments is a production model of a low-cost, compact monoscope character generator. The character generator is used to convert digital pulse codes into video signals which can then be displayed or printed.

Second of these developments is a new console display system that can be used for data retrieval. A screen in the system allows the operator to browse through material stored on punched tapes or cards or on magnetic file tapes. When the screen reveals desired material, the operator places Videograph paper in a slot in the surface of the console and a copy issues from the front of the unit.

Small business to use data processing network

A network of locally owned and operated data centers is being opened in more than 100 major marketing areas in the United States and Canada by Dashew Business Machines, Inc., of Los Angeles. In announcing the program, Stanley A. Dashew, president of the firm, stated, "The continuing growth in the number of small businesses, together with the decentralization of big business production facilities, has created important new marketing areas for data processing equipment. These installations are being made to cope with the national trend toward automating input for data processing."

Development of these data processing systems is aimed at "the biggest market of all, the almost four million small businesses, which have been largely overlooked until now." Dashew states that the network will enable the small businessman, who needs the most urgent help in automation, to significantly improve his profit picture.

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DUPLI-SNAP
CARBON-INTERLEAVED GUMMED LABELS
FOR TYPING AND EMBOSSED PLATE ADDRESSING
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AUTOMATION IN THE OFFICE

FARRINGTON INTRODUCES PRODUCTOGRAPH

New system controls manufacturing operations from the office

German-developed system can control 200 machines

The Farrington Productograph, a German system designed to control and record manufacturing operations from the office, will be introduced to the American market on August 31 at a press conference to be held in the Biltmore Hotel, New York.

The Productograph system is keyed to a console receiving unit, located in a production control center, which can supervise up to 200 machines. Impulse transmitters—such as micro-switches, voltage relays, flow meters, and photo-electric cells—and a call station, installed next to the production machine, provide instantaneous and continuous communication with the console operator. Machine operating time, down (idle) times, and the causes for down times are automatically recorded audio-visually on a special graph and tape recorder.

By using the call station, a simple control panel, and two-way telecommunication system, the individual machine operator can immediately inform the production control supervisor of the precise cause of the machine stoppage.

The number of items being manufacturered, time units, nominal and actual output are automatically tallied—on both electrical and linear counters. The linear counters provide a visual record of the quantity of items produced and production time elapsed.

The production control supervisor, through the use of Productograph, can plan the manufacturing work schedule more efficiently and anticipate down times arising from machine breakdown, lack of materials, defective materials, or any other causes, according to Farrington spokesmen. Incentive payments for the machine operator can be computed and paid on the information recorded by the Productograph console unit.

Two Productograph installations are in operation in this country—at the Holo-Krome Screw Corp., Hartford, Conn., and at the Connecticut Bending and Stamping Works, New Britain, Conn. About 200 European plants have Productograph systems.

Farrington Productograph console units supervise 40 machines at Connecticut Bending and Stamping Works. Production supervisor at desk also computes incentive pay.

General Electric installs first MICR service bureau

General Electric Company's Computer Department recently inaugurated the nation's first magnetic ink character recognition (MICR) computer service bureau at Phoenix, Ariz. The company said plans are underway to extend this service to key metropolitan areas.

Dual operation of the all-transistorized GE-210 data processing system by both First National Bank of Arizona and General Electric at the latter's headquarters building will continue until the middle of next year. At that time, First National expects to install a GE-210 computer in a new addition to its downtown home office.

The computer center will be used by First National during nighttime hours to handle 110,000 customer accounts. General Electric will use the system during the day for customer training and programming, service and sales demonstrations. It is expected that use of the computer-controlled system will be sold on a time basis to regional customers.

IBM 7074 data processor has twice speed of 7070

International Business Machines Corporation has announced the availability of its advanced solid-state IBM 7074 data processing system. The new computer is twice as fast in processing business data and up to 20 times as fast in scientific computation as the IBM 7070 system to which it is related. Typical 7074 systems will sell or rent for about 22 per cent more than 7070 system prices.

Any IBM 7070 can be converted to a 7074 system by replacing the three 7070 modules with two high-speed 7074 components, IBM reports. The "building block" design of the 7074 lends itself to growth to match user needs. The capabilities of the 7070 and 7074 now range from those of a medium-scale system to those within the range of large-scale systems.

A typical 7074 system will sell for $1,284,350 and will rent for $29,300 a month. Comparable prices for the 7070 system are $1,077,400 and $24,000. The first 7070 system was delivered to Texas Instruments, Inc., Dallas, on June 13 of this year.

Bendix G-15 service center serves New York retailers

A Bendix Corporation G-15 general-purpose digital computer has been put into operation on a service bureau basis by Mountain Data Systems, Inc., Bedford Hills, N.Y., to provide retail stores with timely and comprehensive sales breakdown reports. These are prepared for each of the departments at their retail outlets.

The center was organized by Joseph D. Mountain, an aviation and electronics executive who has several computing machine developments to his credit. The center is said to place the speed and precision of electronic data processing within the financial means of the small multi-chain store organization, as well as that of the grocery, tobacco, and liquor retailer and wholesaler.

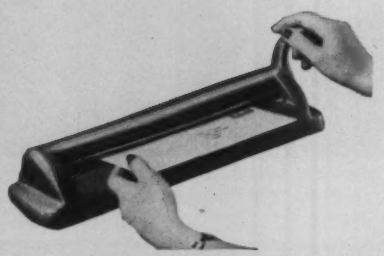
To use the center, several New York state retailers have installed special sales registers in their outlets. Each register contains a paper

First MICR computer service bureau goes into operation at Phoenix, Ariz.

New IBM 7074 solid-state computer is identical in appearance to 7070 shown above.

Bendix G-15 computer is used on service bureau basis by small New York state retailers.

Checks deposited earlier!



If there's money in your incoming mail, a MailOpener will help you get it to the bank sooner. Earlier distribution of mail speeds paper processing in every department.

• A MailOpener snips a hairline edge off an envelope without cutting its contents —is far faster, easier, more efficient than opening letters by hand. Will handle envelopes of any size, weight or stock. Three models, hand or electric, for any size office; or any size envelope.

• Ask the nearest Pitney-Bowes office to show you what a MailOpener can do for your office—no obligation. Or send for free illustrated booklet.

FREE: *Send for handy desk or wall chart of postal rates, with parcel post map and zone finder.*

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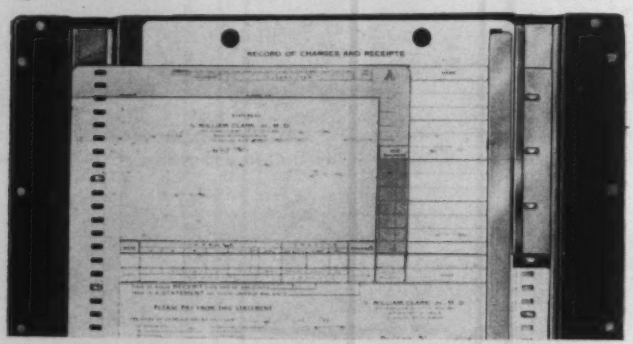
MAILOPENER

PITNEY-BOWES, INC.
2959 Walnut Street, Stamford, Conn.
... originator of the postage meter ...
139 offices in U.S. and Canada.



1 writing/2-3-4 records!

MULTI-RITE ACCOUNTING SYSTEMS can help you cut posting time up to 75%

With a Multi-Rite System, one writing completes 2, 3, or 4 accounting records! You eliminate mistakes often made in transferring figures, cut out re-checking time.

Many different Multi-Rite pegboard accounting systems have been devised—the fastest, simplest Multiple Posting systems on the market. There's one for every office—doctor's, lawyer's, merchant's. We'll help you select the system best for your client—or develop a special one for specific needs.

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Name..... Firm.....
Address.....
City..... Zone..... State.....

YAWMAN & ERBE MFG. CO., INC., C. E. Sheppard Div.
44-13 TWENTY-FIRST ST., LONG ISLAND CITY 1, N. Y.

tape recorder which provides a facility to assure that original sales entry data are automatically punched in paper tape simultaneously with the actual cash register transaction. The daily tape of each store register contains information for continuous examination of what the store is accomplishing in specific areas. Daily sales on each cash register may range to 3,000 or more individual transactions.

Tapes from the chain store operating units are air-mailed daily in re-usable containers to Mountain Data Systems. Upon arrival, they are spliced together end-to-end in cash register order and reeled on a large tape spool. These are assembled on an individual store basis, and the roll itself is coded by store and date.

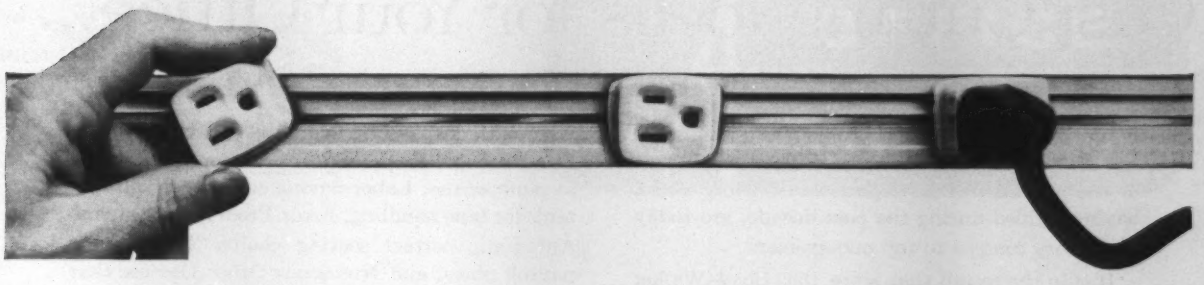
Information obtained through processing on the general-purpose digital computer and auxiliary Bendix magnetic tape storage unit is used to prepare the weekly and monthly departmental sales breakdown.

Data processing growth declines from 1959 pace

Increases in the installations of data processing systems during the first half of 1960 have been 12, 24, and 16 per cent, respectively, for large-, medium-, and small-scale systems. These figures, released by John Diebold & Associates, indicate a pace roughly half of that registered in 1959.

Installations have obviously been marking time as customers have placed orders for the new models yet to come from production lines. The computer industry, with its long time-lag, is also feeling the effects of delayed ordering in the 1958 recession.

The consulting organization points out, however, that the past year—and especially the past six months – have witnessed tremendous activity on the part of manufacturers in announcing new transistorized units and in making the first few installations of these solid-state computing devices.



Electrical outlets aplenty!
More flexible office layout
with new 3-Wire Electrostrip PATENTED®

New 3-Wire Electrostrip® grounds office machines . . . gives you handy outlets you can move.

Here's absolute electrical safety combined with an abundance of outlet convenience. New 3-Wire Electrostrip is UL listed and meets the electrical code requirements for equipment grounding. Electrostrip outlet receptacles twist into place *anywhere* on the strip. When you relocate machines, you can relocate outlets right where you want them!

See your electrical contractor about 3-Wire Electrostrip. He'll install it swiftly, economically—without mess, without disrupting work schedules. Electrostrip is the safe, modern system for wiring offices, showrooms, shops and institutions. It provides electrical outlets aplenty!

BullDog Electric Products Division, I-T-E Circuit Breaker Company, Box 177, Detroit 32, Michigan. In Canada: 80 Clayson Rd., Toronto, Ont. Export Division: 13 E. 40th St., New York 16, N .Y.

BULLDOG ELECTRIC PRODUCTS DIVISION
I-T-E CIRCUIT BREAKER COMPANY

Installs quickly on wall surfaces

Outlets anywhere you need them

Use Readers' Inquiry Coupon on Page 94

Cost Cutting Ideas for Your Office...

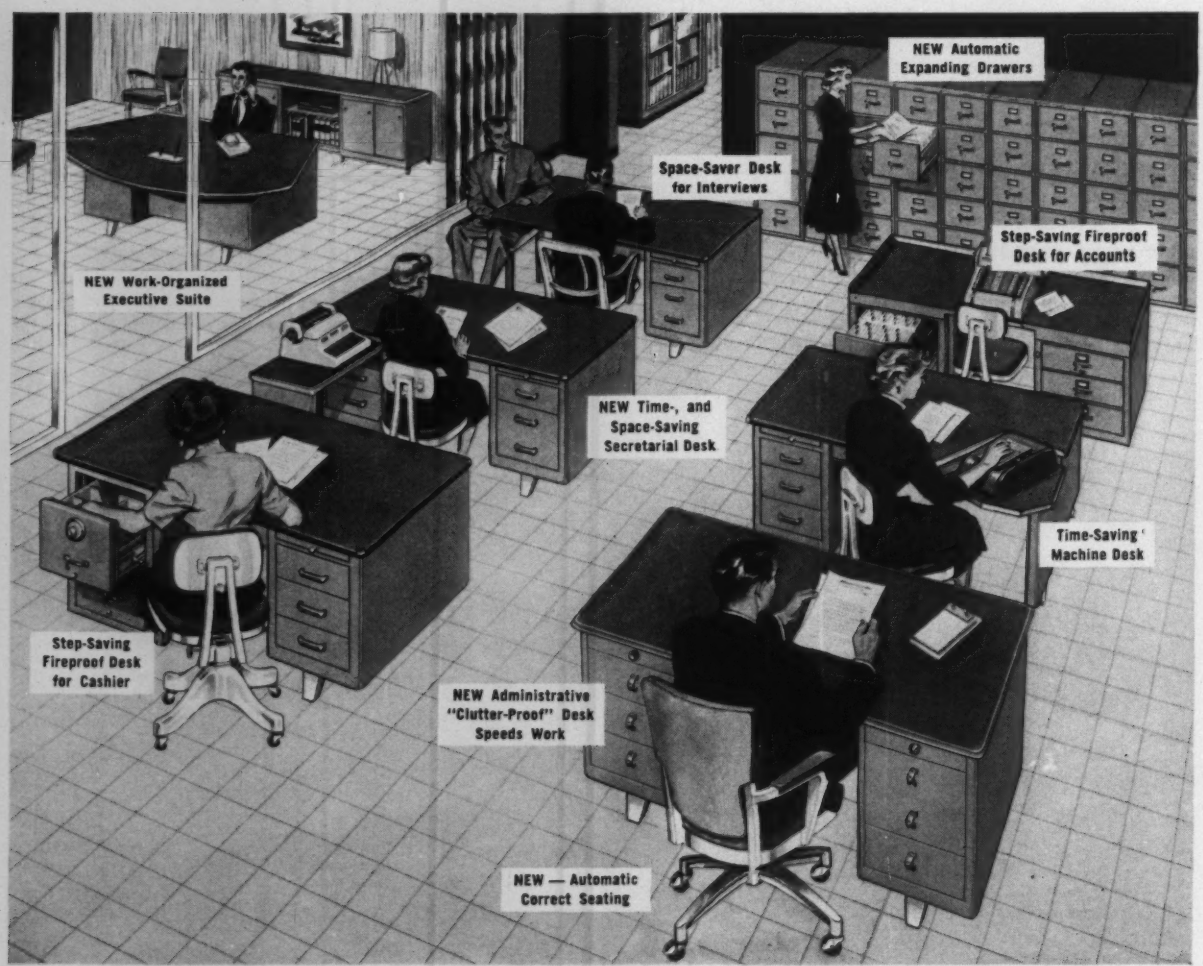
COST REDUCTION, a vital problem in all divisions of a business is nowhere as challenging as in the administrative departments. Office costs, having trebled during the past decade, are today *of primary concern* to top management.

It is in the record that since 1899 Shaw-Walker has been equipping business with "time-engineered" office facilities as inventive and ingenious as American production techniques, — that Shaw-Walker equipment and systems *have cut office costs*, saved floor space and made offices more livable.

For today's *cost-conscious* management Shaw-Walker "time-engineering" research has now produced — The work-organized "clutter-proof" desk; Automatic expanding file drawers; Step-Saving Fire-Files and fireproof desks that protect records at point-of-use; Labor-Saving equipment and systems for tape handling; Error-Proof filing systems; Automatic correct seating chairs; Time-Saving payroll plans; and Numerous Other Devices that facilitate recording, filing and finding of records.

Some of these *"cost-cutters"* are pictured here. All are in the 252-page Shaw-Walker Office Guide.

Throughout, descriptions plainly state economies you can expect from Shaw-Walker "time-engineered" equipment and systems. *Free to Management when requested on business letterhead. Write Shaw-Walker, Muskegon 56, Michigan.*


NEW Automatic Expanding Drawers
Space-Saver Desk for Interviews
Step-Saving Fireproof Desk for Accounts
NEW Work-Organized Executive Suite
NEW Time-, and Space-Saving Secretarial Desk
Time-Saving Machine Desk
Step-Saving Fireproof Desk for Cashier
NEW Administrative "Clutter-Proof" Desk Speeds Work
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"Built Like a Skyscraper"

SHAW-WALKER

Largest Exclusive Makers of Office Equipment
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OFFICE MANAGEMENT and AMERICAN BUSINESS sponsor of the "Office of the Year" awards, given each year for the past ten years to the nation's six leading new offices.

ADAPT THE "WORK STATION" TO THE WORKER

Time-honored thinking about office planning is outmoded; furniture must meet individual needs of office employees

By JOHN M. SINE

OFFICE MYTHOLOGY holds that the "work station" is a device for increasing productivity. The truth of the matter is that the "work station" is only a collection of inert objects: desk, chair, credenza, filing apparatus.

But from the beginning, when the "work station" was given its name, the worker was too often forgotten. A "work station," it can be seen with little imagination, is an impersonal device to which the worker may be harnessed. At least that's what its title implies. If the "work station" has had a cheerless history among white collar workers, it was due, in part, to its cheerless denotation. The idea miscarried from its inception. Some of the stigma may be removed by substituting the term worker's station for the hackneyed "work station."

Our worker's station, then, should exist first and foremost for the worker. It should enable him to act with expediency toward the completion of his task; it should foster a more productive relationship between the employee and his tools.

The worker's station is not a new idea, but its acceptance by administrative officials has been delayed, to a great extent, by its similarity to the techniques of industrial production. The dissimilar nature of factory and office has discouraged the office from mimicking certain basic factory procedures

Secretarial stations designed by architect J. Gordon Carr were custom manufactured in a light teak finish to match doors and wall panels at the Corn Products Co.

Flexibility and the module principle are illustrated by this secretarial area (above), a pilot installation designed by Gerald Luss, Designs for Business, Inc., for "Sports Illustrated" magazine.

Secretarial stations at the Butterick Co., separate executive offices (not shown) from a reception area. Formerly a loft, the area was redesigned by Gerald Luss, Designs for Business.

OFFICE DESIGN

to its obvious benefit. When less severe production techniques of the factory find application in the office, they invariably take on an unwanted factory flavor.

For instance, a worker's station has often been described as a desk occupied by a "production employee" — a person whose job does not vary greatly from day to day, and who is expected to become highly proficient at routines. Such description is not applicable to all office personnel, however fitting it may seem for a minority; it is narrow and erroneous. Undeniably, many employees work at dry routines, but the practice of equating "routine" with the "work station" is injurious to both management and employee. The worker who complains of dull routine may certainly need attention and possibly a transfer to a more suitable position. Just as frequently, the person who complains of the "impersonal system" has failed to become maturely involved with his job.

Definition of a worker's station

Four commandments have guided companies in setting up the "work station." With a slight modification of language they can be applied to clerk or secretary, as well as president of the company.

1. The station shall be organized so that tools most frequently used by the worker are handiest.
2. The worker must not be subjected to unnecessary fatigue.
3. The station must be located properly in relation to the source of the work and its designation.
4. The station must not occupy more space than needed for efficiency.

The worker's station defined in the four rules can be a desk, a credenza, an adjacent file cabinet, bookcases — whatever combination of furniture the worker needs to perform his job efficiently in the minimum amount of space.

Miss Maria Bergson, head of Maria Bergson Associates, designers,

has expressed the following attitude toward functional work stations: "The term 'functional' has been used primarily in a very materialistic sense: to indicate the pure mechanics of getting the job done. But, in addition to fulfilling materialistic needs, an infinitely more productive application of the word to the office situation includes the worker—a position is functional to me only if it takes into account the total emotional complexity of the human being."

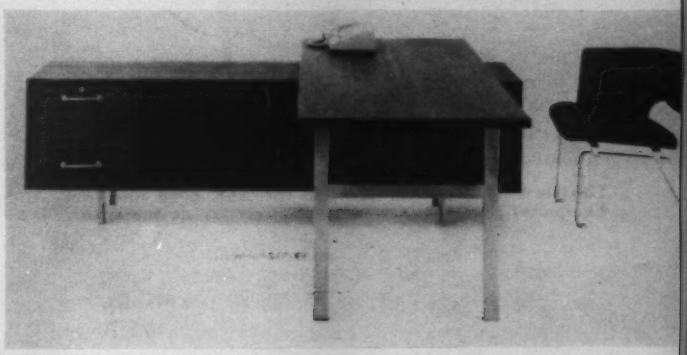
No two stations are alike

In the Bergson vein, and in the light of the worker's station so far discussed, two stations are seldom alike in every critical detail—beginning with the chair. The physical makeup of each worker will vary to such a degree that almost without exception the chair will have to be readjusted. The job to be performed, and the variations of it, will require a certain alignment and positioning of tools that few other jobs require. Case histories abound to tell the tale of static, inflexible stations working against, rather than with, the employee.

The desk is commonly known as the center of a worker's station (more often the desk *is* the worker's station), although a table, credenza, and file cabinet may be needed to help the employee perform efficiently.

The well-organized desk does not have to be a new one. A new, empty desk is not an improvement upon an old, empty desk. It is a liability. If the inside of a desk is not organized and used to its fullest extent, says John C. Campana

Aluminum desks for the Kaiser Center were made in quantity by Kaiser Aluminum in conjunction with General Fireproofing.



This B.L. Marble unit is made of book-matched walnut veneers.

Filing cabinet by Design Products Inc., exemplifies the variety of office furniture made of wood.

Modular desks for executive secretaries of the Leo Burnett Co., Prudential Plaza, Chicago, were designed by Maria Bergson.

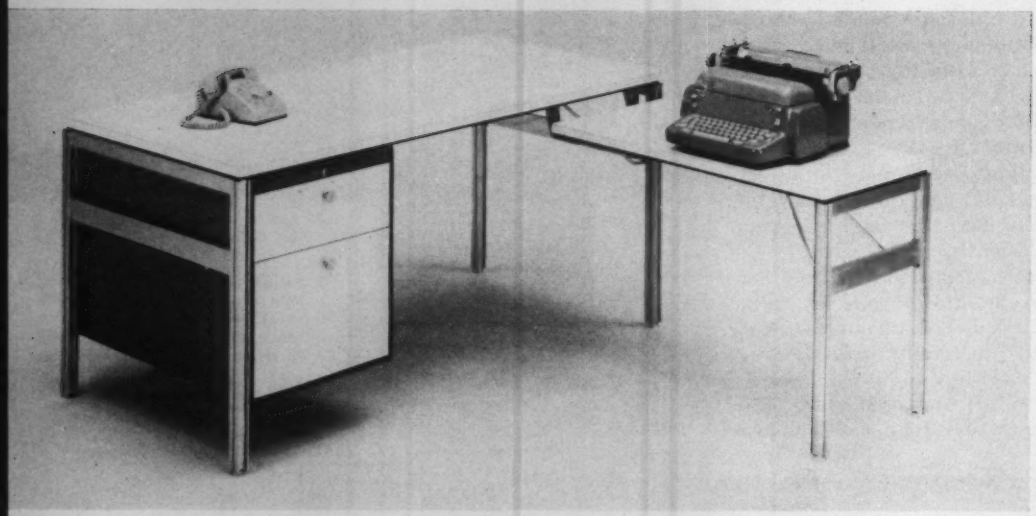
Flexible double pedestal units in the ASE 4000 line from All-Steel Equipment, Inc., can accommodate secretary or supervisor.

OFFICE DESIGN

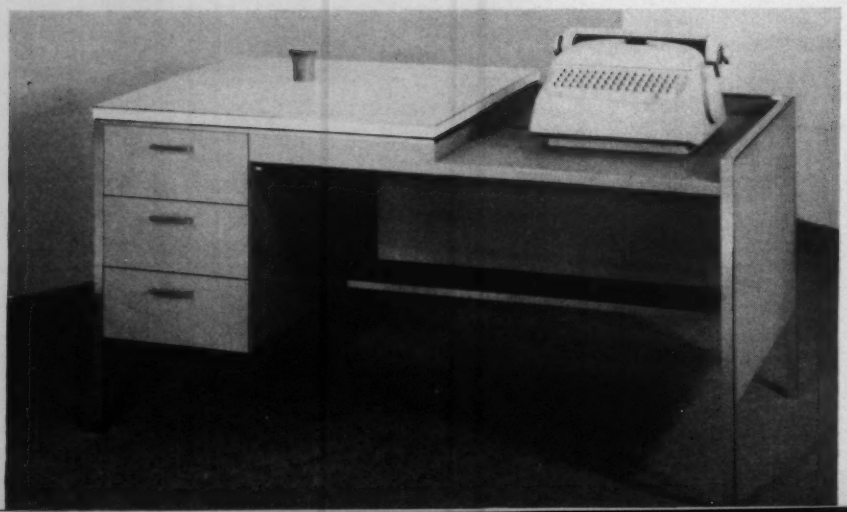
of Shaw-Walker, "you might as well have an orange crate or a table."

When trying to justify a new purchase of furniture, it is easy to become ensnared by platitudes of space savings which promise an ultimate cash savings. There is little accomplishment in buying equipment on the premise that you will save space when the released space is not efficiently utilized. For the most part, claims of projected savings made by furniture manufacturers are true. As pointed out by Miss Bergson, "the new designs and innovations were not merely dreamed up for the sake of marketing a new product or because designers wanted a change. They were

(*To page* 67)



Secretary unit in Globe-Wernicke's Echelon line has natural finish anodized aluminum legs—is available in a wide choice of decorator colors. Pedestals may also have facades of laminated plastic or exotic woods.



Highly styled desk in the 1000 series from General Fireproofing is designed for a specific function. The unit is made of steel with legs and trim of satin chrome.

$1000 worth of office furniture

NOW

ONLY 40¢ A DAY

Any way you figure—$1000 to $10,000 or more worth of office furniture—you'll be dollars ahead with the new Columbia-Hallowell Lease Plan. In addition to enjoying lower leasing costs than most plans, you benefit by the most flexible time schedule available. From three to ten years . . . with option to renew or purchase at low cost. And remember—whether you lease or buy, it's good business to specify Columbia Office Furniture. It's unsurpassed in beauty, utility and quality construction.

Wide selection of models and colors in each of these Columbia groups:

- **Meridian Collection** for efficiency in the modern executive office.
- **Nine-to-Five** . . . the ultimate in customized modular work centers.
- **Columbia Desks,** offering custom quality and styling in standard desks.
- **Ampla Desks** . . . functionally designed to give space economy at economy price.
- Also extensive lines of **Office Chairs** and **Files.**

Shop Equipment, too. You can lease Hallowell shop equipment—work benches, shelving, chairs, stools, and cabinets under this same adaptable plan.

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above all...start with *Cramer*
the chair of distinction

Even though you don't have everything you need to start a business, the main thing is to *start*. And of course, for the successful young-businessman-to-be, a Cramer Chair is a must. It shows your sound business sense, keeps you relaxed while your nose is to the grind-stone, and its impressive distinction commands respect right from the start.

P.S.: Later you can add a complete line of Cramer chairs to match model 1523-6, illustrated.

Cramer POSTURE CHAIR COMPANY, INC.
625 Adams · Kansas City, Kansas

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OFFICE DESIGN

(*From page* 64)

brought about by many factors—the changing methods of business, new materials, the rising cost of floor space, and new concern for employees' well-being — most of which were under the direct influence of management."

In bygone days the desk *was* the office. The huge roll-top goliath with its devious hollows and crannies suited the business requirements of the time. It would no sooner meet the needs of today's office worker than a modern unit would have fitted the one-man operation of a century ago.

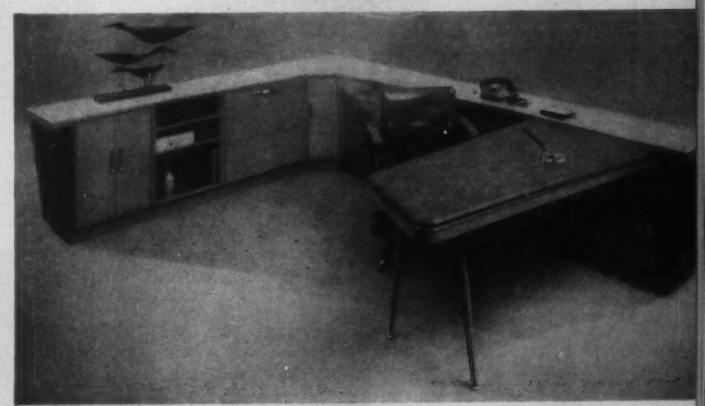
One of the most fundamental innovations in general office furniture is the 55-inch desk, so constructed as to give the same amount of *vital* internal and external working space as the standard 60-inch desk, as well as improved operation. If, by organizing the internal features of a desk and eliminating peripheral filing equipment, four desks can be placed in the space formerly occupied by three, the savings in space are significant. According to Michael Saphier, Michael Saphier Associates, Inc., industrial designers, "with the advent of more and more machinery in aiding the office worker, the purchase of furniture should be based on the knowledge that the work done at the station may change and that the interchangeability of component parts can be easily and inexpensively accomplished."

The flexibility of modern equipment is phenomenal. The contemporary desk is not only made as a complete unit, it is manufactured in quarters, halves, three-quarters, one and one-halves, and other exotic fractions. Each portion may be added to another to attain the *exact* amount of surface space, the *exact* amount of interior space, and to perform a specific service with exactitude. A single pedestal desk serving one need can be expanded into a double pedestal L-shaped unit with added drawer and top space, without absorbing a foot more vital floor space in most instances. The designs and shapes available in modular furniture are nearly inexhaustible. Manufacturers boast a desk for every job and every office situation. Not only can a desk change its external shape, it has an equally fickle internal mechanism: Yesterday's filing drawer is today's stationery compartment and wastepaper basket.

Although contemporary furniture tends to be stylish, colorful, and more refined than its ponderous grandfather, manufacturers

(*To page* 70)

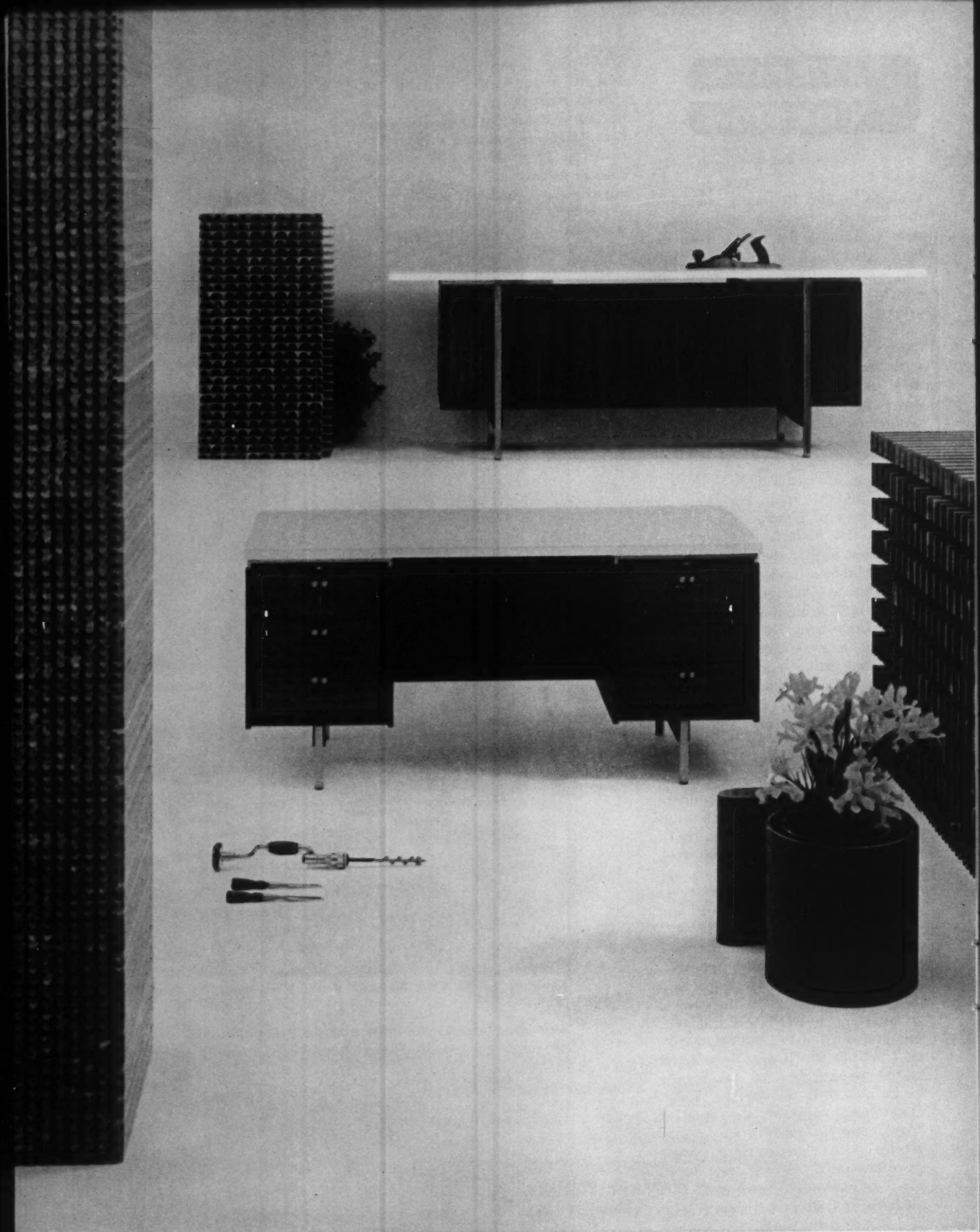
Secretarial unit from Equipment for Commerce Inc., is of Scandinavian design.



Modular furniture in the Exedra line from Yawman & Erbe Mfg. Co.

Furniture in the First National Bank, Minneapolis, by Jens Risom Inc.

Steel office furniture (below) is from the Bentson Mfg. Co.

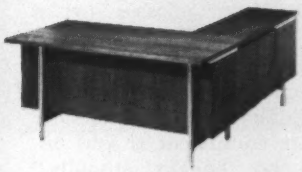


Wood parts made with precision form a background for the quantity production of the Template Group by the Leopold Company

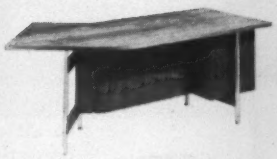
The Template Group by Leopold: High styled furniture for every office

Conceived in the architectural thinking of today, The Template Group blends sharp contrasts of form with a delightful interplay of proportions. The fully skirted, or closed desks appear chunky —almost boxy. This massiveness, however, is offset by the light lines of the metal legs, which hold it off the floor. Further lightness is accomplished by "lifting" the top from the blockish mass of drawer cases with a narrow band of color. Every component is completely functional by itself, or in combination with others. Surface, drawer and cabinet arrangements may be planned to suit individual requirements. You may see the many modular components of The Template Group at your Leopold dealer's showroom. He will be pleased to help you in your complete office design.

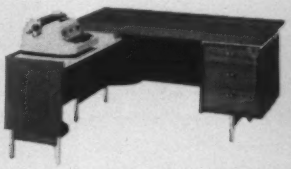
THE LEOPOLD COMPANY, BURLINGTON, IOWA



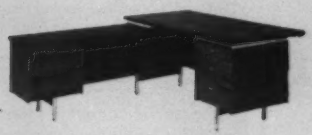
Executive L desk with 44" return, pedestals right or left side.



Conference desk with free form or rectangular overhanging top.



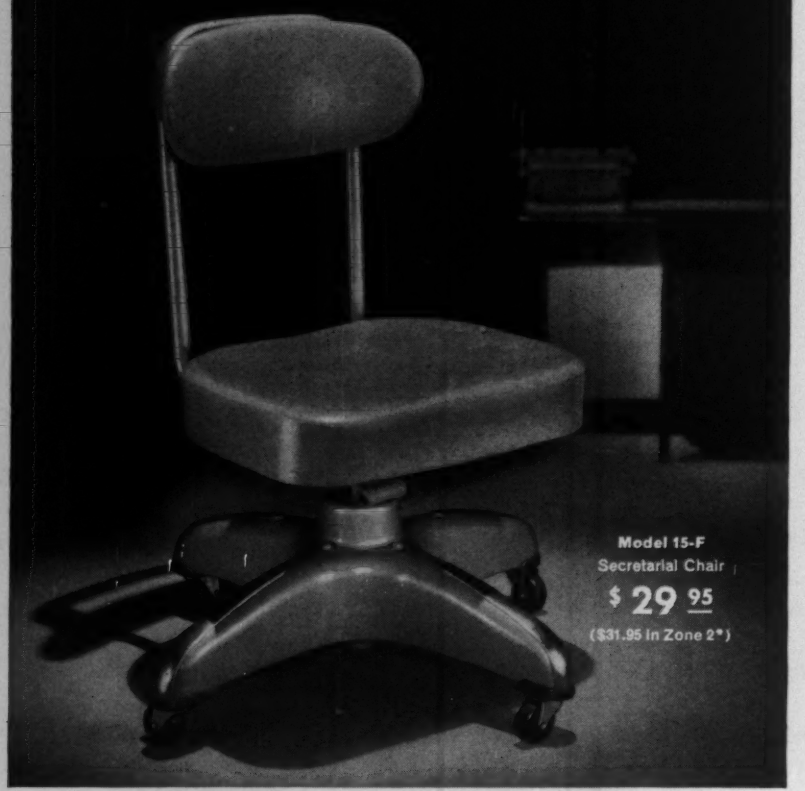
Bi-level L desk, 30" return, with or without paper rail.



Bi-level L desk, 44" return, with or without paper rail.

Designer: Charles Deaton

COSCO® offers you
quality, comfort and economy



COSCO® "Office fashioned" chairs

• Here is fine quality secretarial seating, at prices only Cosco's mass-production facilities could make possible! Adjustability provides correct posture that assures day-long working comfort . . . lifts your secretary's morale and output.

Call your Cosco dealer for a free trial. Discover how this and other Cosco Chairs can help your office personnel *feel* better and *work* better!

Find your COSCO Office Furniture dealer in yellow pages of phone book, or attach coupon to your letterhead.

Model 18-TA
Executive Chair
$49.95
($52.45 in Zone 2*)

Model 20-LA
Conference Chair
$29.95
($31.95 in Zone 2*)

Model 23-L
General Chair
$15.95
($17.95 in Zone 2*)

HAMILTON COSCO, INC., Dept. OM-96, Columbus, Indiana
Write us for complete information on COSCO office furniture and new full-color catalog, or phone your nearby COSCO dealer listed in yellow pages.

Firm.....
By.....
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Also available in Canada, Alaska and Hawaii through authorized COSCO dealers.

*Zone 2: Texas and 11 western states

OFFICE DESIGN

(*From page* 67)

continue to produce the plain, substantial desk of twenty years ago. One manufacturing company makes and sells the first model it produced (with modern internal innovations) so that customers may replace a desk without being caught in the pinch of juggling new and old styles.

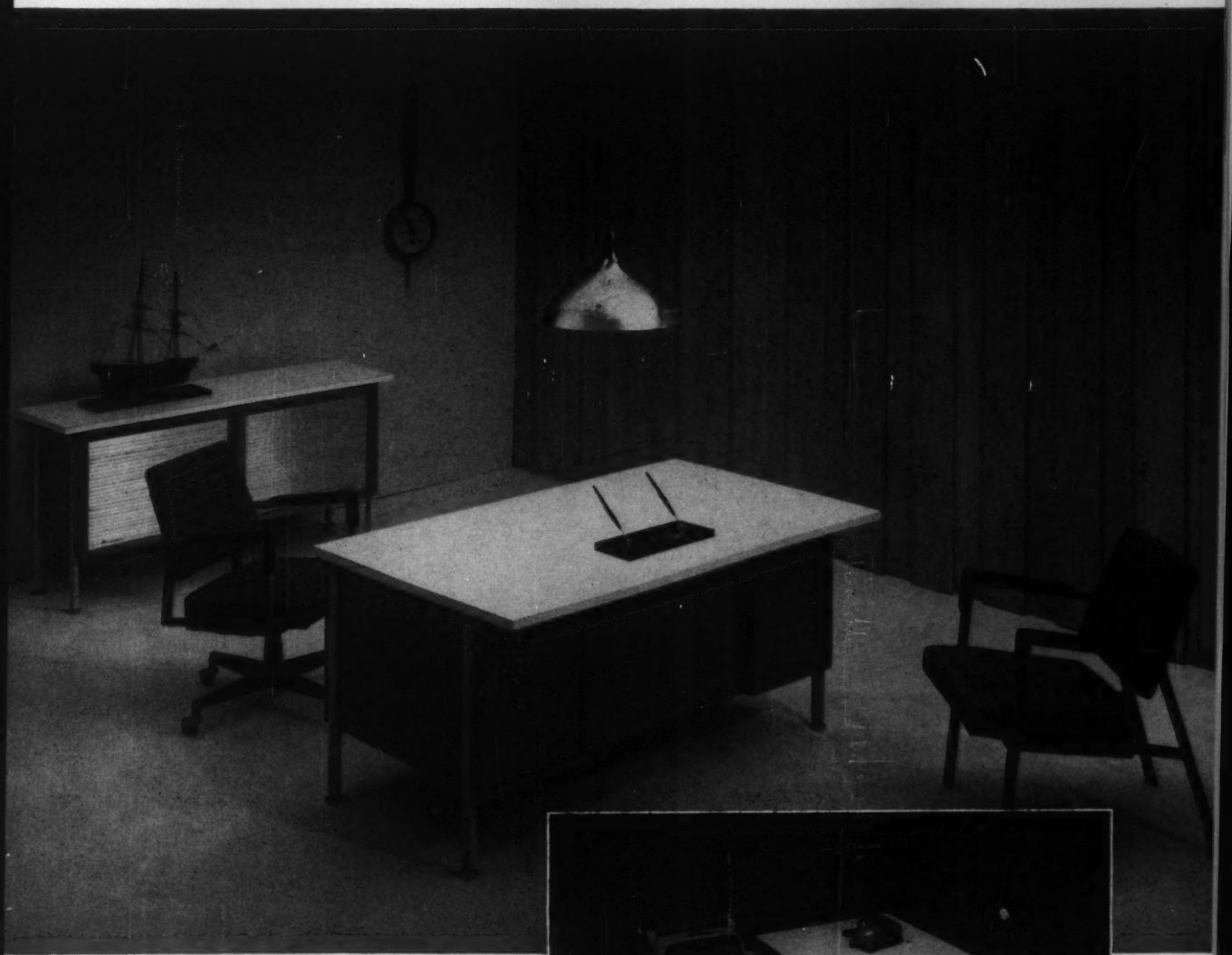
The beauty of a Grade A office desk can be breathtaking. It implores you, by its comeliness, to purchase it rather than a less beauteous brother, and it cries out to be placed within proper context: freshly painted walls of decorous hue, well waxed or carpeted floors, and lights without dangling cords. A new batch of furniture will certainly require a new scheme of decoration unless the furniture was purchased with regard to existing decor.

Flexibility means savings

Let's view a concrete example of simple organization resulting in important savings. Part of a junior secretary's job was to post figures, at the average rate of one every 40 minutes, on records kept in one drawer of a filing bank on the other side of the room. During busy days she alternated constantly between desk and cabinet, cabinet and desk, much to her distress—and disgust. Finally she asked that the two desk drawers be replaced with a filing drawer. This was done with great success, especially since the replaced drawers were catch-all lockers for back issue magazines, coffee cups, assorted beautifying implements, and galoshes for a rainy day.

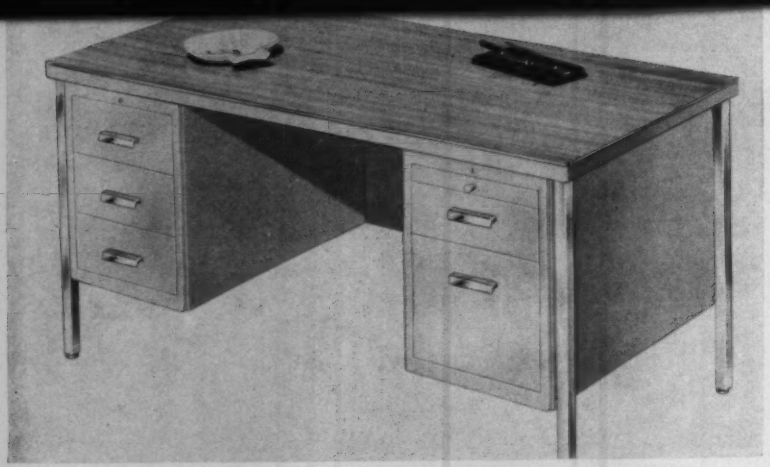
The modular unit has often been overrated. One desk manufacturer remarked that "90 per cent of all office equipment is sold dishonestly and bought stupidly." This opinion is based on the simple observation that most office equipment is bought without an honest appraisal of the function it will serve. The flexibility of modular furniture is popular for a very pertinent reason, but a word of

A new line of office furniture
so compatible it serves the president
or the secretary... appropriately
and with equal ease



The ✳4000 Line by
ALL-STEEL EQUIPMENT INC.
Aurora, Illinois

Write today for your free catalog



The Skyline secretarial desk from Shaw-Walker is trim, compact, sturdy.

HYGIENIC
Foot Comfort
MATS and RUNNERS

Fatigue caused by standing on hard floors is eliminated when Hygienic Foot Comfort Mats are used. They offer restful, relaxing support to those who must work standing — quickly pay for themselves with increased efficiency. Available in 8 decorator colors with all edges beveled for safety and appearance.

HERE'S THE SECRET . . .
A beautiful rubber tile flooring bonded to a sponge rubber base provides proper support without being "mushy."

See your OFFICE SUPPLY DEALER
or write to: Flooring Division, Dept. M
THE HYGIENIC DENTAL MANUFACTURING CO.
AKRON 10, OHIO, U.S.A.

OFFICE DESIGN

caution should be mentioned. Construction of the unit is of vital importance, especially since the trend in design is to make the desk appear light and airy. In order to make a modular unit withstand the vibrations of an electric typewriter or bookkeeping machine, the manufacturer must adhere to certain methods of construction. If the manufacturer secures a modular unit in such a way that it takes a crew of mechanics hours to rearrange or replace the unit, the so-called advantage of flexibility is greatly diminished. Some labor costs in changing modular furniture can be expected, but they should not be unduly high.

The design of contemporary furniture expresses its straightforward purpose, its "functional" properties. It is straight of line, unadorned, reflects the spirit of economy, and strives for a delicacy that appeals to the male as well as the female.

Why, then, should one consider the purchase of a stylish desk over a plain one for the general office? The successes of style are not always measurable. An intangible contribution to the business, such as employee pride, is often overlooked, yet might have been facilitated by expending just a little more on the price of equipment. A manufacturer of desks will ordinarily have a top line and a standard line of furniture built on the same structural specifications, and using the same basic materials. The top grade desk will often use materials that offer a more lasting finish, which in itself often justifies the extra price, stylish variations not considered.

Also worthy of recognition is the old theory of the uniform making the player. If a worker is shown that his position is taken seriously, and is given the proper facilities, he may lose the "sandlot" attitude and strive to fulfill his image as a competent professional.

The materials and finishes available should be closely inspected and specifications thoroughly considered for their suitability to the

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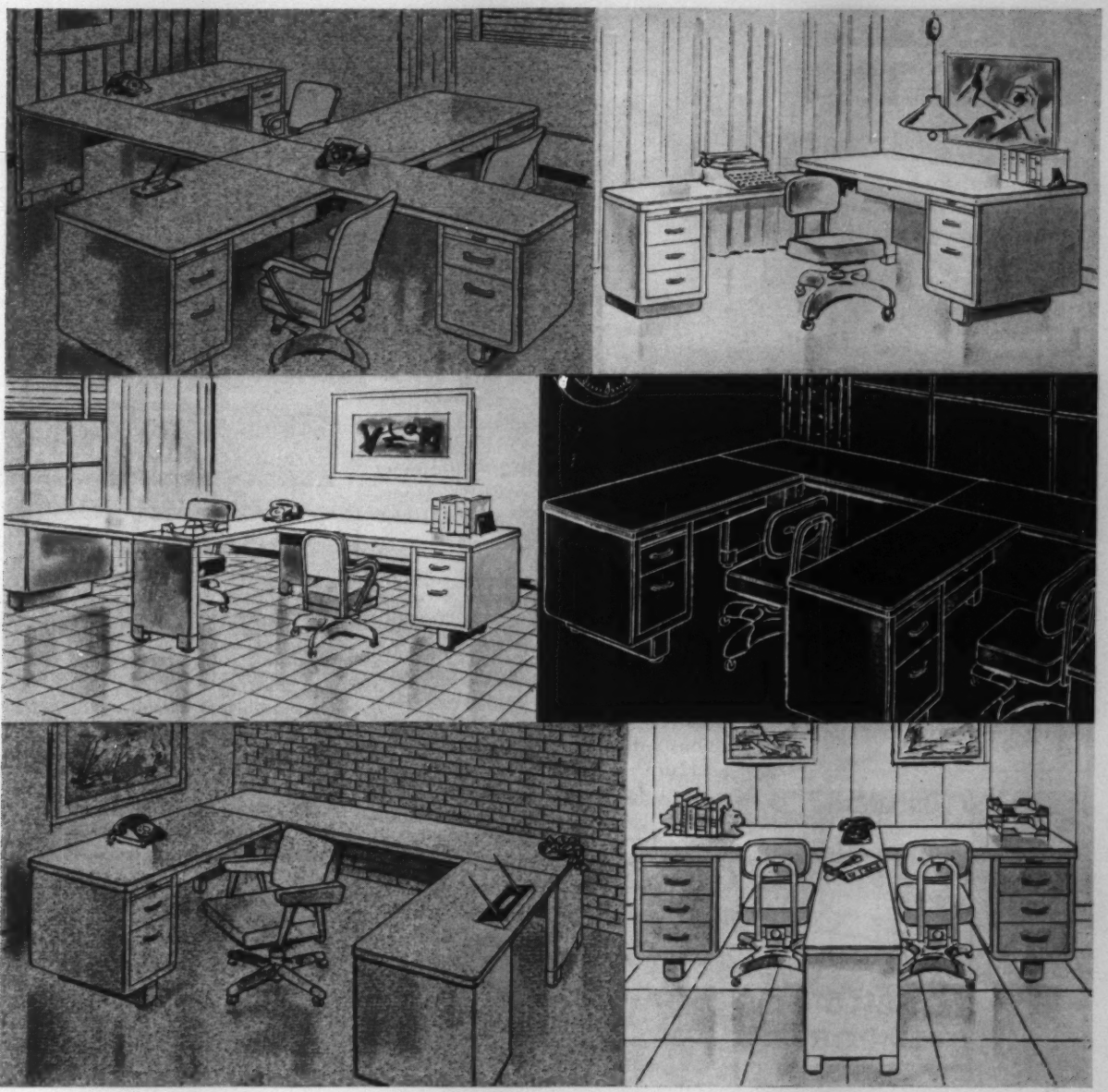


92 jobs or 92 people

. . . or how to get ⅓ more work space out of your floor space while satisfying 92 individual office personalities.

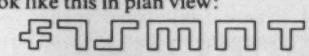
We understand the impossibility of trying to make one type of desk fit every individual's work. (An engineer's work in no wise resembles that of a secretary.)

So we've designed all the parts—work surfaces, cabinets, bookcases, center drawer, file drawers, etc.—and we made these parts (to a module) so they would fit together harmoniously.

There are at least 92 different modular combinations to suit the individual taste and working ways of either executives or stenos, bookkeepers, engineers, clerks or status-seekers, and so on.

We call this extremely functional furniture Y&E Mod-U-Ell. It's made with the same insistence on perfection as all Y&E office furniture.

Some popular Mod-U-Ell assemblies look like this in plan view:



There are variations to interest you. All very imaginative, efficient, handsome, *providing at least one-third more work space than ordinary desks* give you in the same floor space. See them.

Use coupon at right. Or call your Y&E representative. He has the details and a lot of planning ideas to go with them. He's located wherever you are.

Please send me my copy of your detailed booklet on Mod-U-Ell, without obligation.

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Title.....

Company.....

Address.....

City.....Zone.....State.....

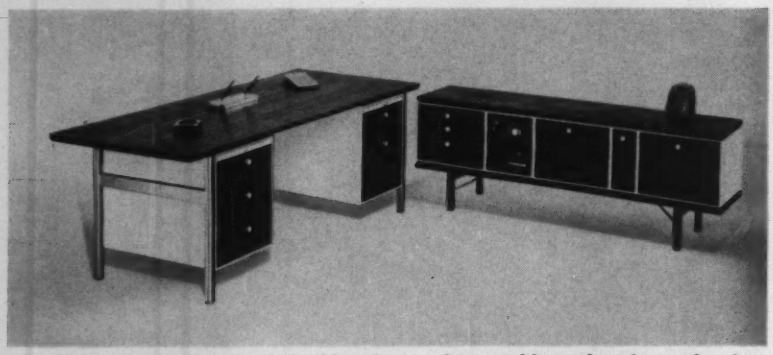
YAWMAN & ERBE

A STERLING PRECISION CORP.

1003 Jay Street, Rochester 3, N. Y.

job. There are important variations to be considered, especially in the material used in surfacing the desk top. Several neutral shades of color are recommended for jobs requiring optimum visual conditions. The surface finish, its degree of resiliency, should be a primary point considered. Extra hard surfaces are not congenial to ball point pens. Softer surfaces, such as natural wood, may be marred by these instruments. However, most manufacturers no longer cling to a single material in making general office furniture. A desk of steel frame may have a natural wood top laminated with plastic.

In situations where secretarial or stenographic areas are in constant view of the public, companies have provided luxury in the form of custom-designed desks. These are generally wood, since that material does not require expensive tooling for custom manufacture.



The Globe-Wernick Echelon desk with walnut top has matching walnut drawer facades.

Certainly there is a great distinction and beauty in custom-made furniture; its virtue need hardly be extolled. Modern mass-produced steel or wood furniture, however, keeps abreast of custom designs with amazing success and will suit the majority of companies.

What will be the design of furniture in the years to come? When asked that question, Miss Bergson predicted that, "stark lines will be less acceptable in office furniture of the future. To date, they have reflected the purely material function, but stations of the future will reclaim the *joi de vivre*—a human playfulness." Miss Bergson paused to indicate several pots of flamered flowers in a corner of her office, "Like those geraniums over there. No one *needs* a geranium to carry on his business. Yet, it somehow brings a little magic—somehow fulfills the human desire for warmth."

As if sensing a trend, many companies are now relaxing former regimenting policies and allowing workers (whether through a central employees' committee or within pre-established company policy) to dress their stations and general environment with plants, favorite prints, or small personal items. Wherever possible, the "personal touch" is desired. This bending has been suffered by many so called, "stiff" companies with success.

The era when olive drab (paint and personality) were spread over the company like a wet army blanket is a lack-lustre corner of history. Business—once synonymous with the plain, the Spartan, the spiritless, is becoming alive with color, art, and a recognition of values other than those born of commerce.

Olsten's® FOR TEMPORARY OFFICE PERSONNEL

Skill and personality tests are only two of the sifting tools used by Olsten's to screen candidates for its rolls. Every Olsten's employee is the product of a fine-mesh screen.

Olsten's comprehensive screening is designed to save you time and money in selecting temporary employees . . . and more important, save lost time and effort on the job assignment.

You get **BONDED** ($100,000 Blanket Position Bond) and **INSURED** employees, paid by Olsten's.

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OPPORTUNITY! A proven and profitable Olsten's franchise can be yours. Write to executive offices for facts.

VOGEL-PETERSON
Decorator Line
Aluminum
COAT and HAT RACKS

Styled to harmonize with fine appointments, these smart wardrobe units are quality built of closed-end aluminum tubes rigidly held in cast aluminum brackets. Permanently beautiful in "clear" or "gold" anodized finishes. Mount at any height, on any wall — singly, end-to-end or in tiers, to give any desired capacity. Brackets adjustable to exact centers. Come in lengths by the even foot up to and including 8 feet.

Write for Bulletin DL 61

3 BASIC SHELVES

Shelf No. 21
has full length Hanger Rail extending 11-5/8" from wall.

Shelf No. 31
has staggered, die cast, anchor-style coat hooks instead of Coat hanger rail.

Shelf No. 11
general utility shelf or for extra hat shelf above types 21 or 31

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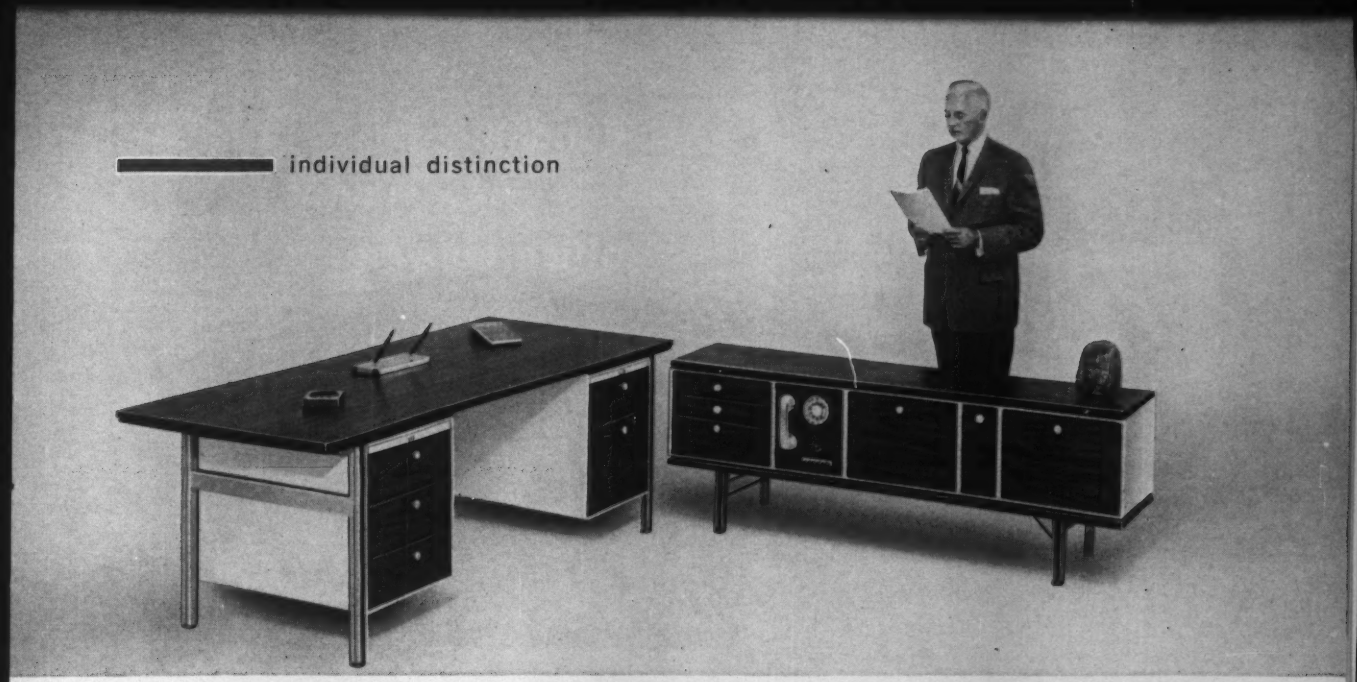
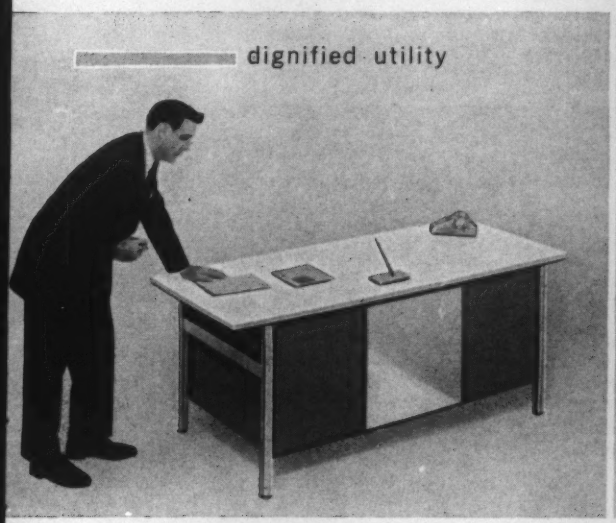
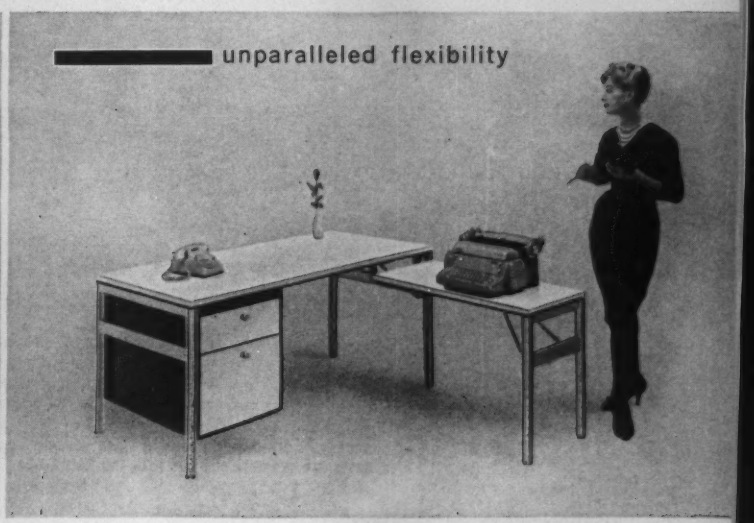


ECHELON





the new concept in office interiors by GLOBE-WERNICKE

Unlimited custom arrangements possible . . . laminated plastic or wood tops . . . natural finished anodized aluminum legs . . . choice of decorator colors—or facades of laminated plastic or exotic woods for pedestals and cabinets. Contact your local Globe-Wernicke® dealer who will be happy to work with your decorator or architect. Or, write Dept G-9.

Dealers listed in Yellow Pages under "Office Equipment." • The Globe-Wernicke Co., Cincinnati 12, Ohio.

Fundamental
new way of
office copying

NEW XEROX® 914
OFFICE COPIER

. . . makes copies on ordinary paper

XEROGRAPHY, the fast, dry, electrostatic copying process, is the world's most versatile copying method. After nine years of research, the advantages of xerography have been incorporated into an amazing office copying machine—the new Haloid XeroX® 914 Office Copier. It makes copies on ordinary paper (plain or colored). A major breakthrough in the application of automation principles to office copying, the XeroX 914 Office Copier combines astonishing speed with unbelievable ease of operation.

No wet chemicals . . . no waste

Since there are no adjustments to make, and no exposure settings, there's no waste of materials with the new XeroX 914 Office Copier. Add to this material saving the fact that neither expensive sensitized paper, nor intermediate film negative, nor liquid chemicals are required, and you can see why copying costs are dramatically cut with the XeroX 914.

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Anyone is an expert the first time he uses the XeroX 914. It is the easiest of all office copying machines to operate—for multiple copies or just one. Simply place original document face down on the scanning glass, select the number of copies you want, and push the "Print" button—that's all. From that point on the machine operates by itself, automatically printing perfect copies until it reaches the quantity you designated.

Copies everything . . . never misses a color

The new XeroX 914 Office Copier copies everything written, typed, printed, stamped, or drawn. Copies from any original—letter, invoice, statement, receipt, contract—even pages in thickbound volumes. Copies all colors, including reds and blues, with sharp black-on-white fidelity. Nothing is left out. Every copy is error-proof, and legally acceptable.

About 1¢ per copy for supplies!

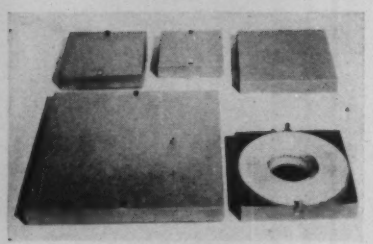
There's no feeding of copy paper or rehandling of original with a XeroX 914 Office Copier. Any number of copies, delivered automatically. This is xerography teamed with automation, the NEW DIMENSION in office copying. It gives you unlimited copies at the touch of a button—at a cost of about 1¢ per copy for supplies. To arrange for a demonstration of the XeroX 914 Office Copier, and to get complete information, write to:

HALOID XEROX INC., 9X-247 Haloid St., Rochester 3, N. Y.

NEW SYSTEMS AND EQUIPMENT

◂ Whiteprint copier 1

The Ozamatic 60 is a newly designed model of the company's whiteprint copying machine. The unit is designed to copy single-side originals up to 15 inches wide by any length at speeds up to 40 feet per minute. Other improvements listed are: better stacking of originals and prints due to a new roller drive; a larger feedboard for better paper handling at the machine; easier feeding of prints due to feed belts positioned closer to the operator; easier cylinder cleaning inside, outside, and while the machine is in motion. Optional for the Ozamatic 60 is an all-steel desk, automatic electric developer pump kit, plastic dust cover, and deep slant receiving tray. Ozalid Div., General Aniline and Film Corp., 49 Corliss Lane, Johnson City, N. Y.

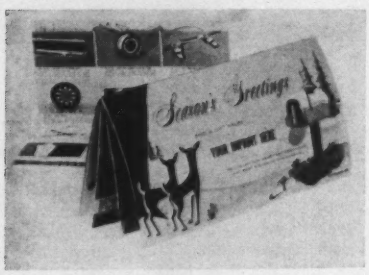


◂ Punched tape containers 2

Heavy duty mailing containers for punched tape are available in 4-, 5-, or 6-inch sizes and the large 9⅝-inch size designed to hold a full roll. Each container is an inch deep and equipped with metal closing tabs. Dresser Products Inc., Box 2035, Providence 5, R. I.

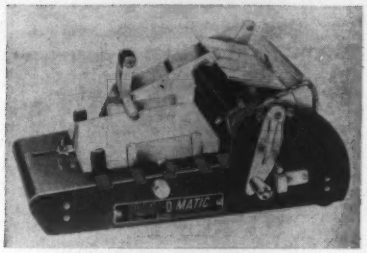
◂ Portable adding machine 3

A light-weight, portable electric adding machine, designated Model E, is said to feature high-speed operation and easy multiplication due to strategic placement of the repeat key. The compact, ten-key machine is said to be moderately priced. Monroe Calculating Machine Co., Div. of Litton Industries, Orange, N. J.



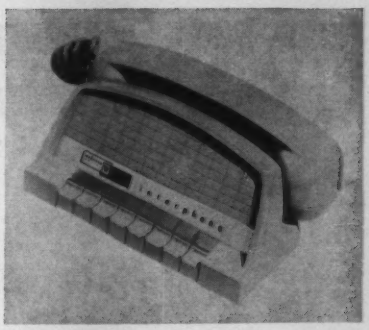
▲ Gift certificate 4

The Gift-Bookard is a combination of a greeting card, a registered gift certificate in the form of a postage-paid reply card on the back, and a color booklet offering recipients a choice of 24 gifts. Each gift is valued to $10, is unconditionally guaranteed, and is bonded by insurance. The cost of each card is $6.50, which includes card imprinting and handling and postage of the gift. Gallery of Gifts, Inc., 80 Park Ave., New York 16.



◀ **Card-sized duplicator**

The A-2G card-sized duplicator features a new, automatic "Push and Roll" feeding mechanism that permits the handling of stock as thin as tissue or as thick as cardboard, up to four inches wide and six inches long. The unit weighs five lbs., and is complete with cover and kit consisting of stencils, plastipakt ink, stylus, ink brush and writing plate. Print-O-Matic Co., Inc., 724 W. Washington Blvd., Chicago 6.



▲ **Telephone intercom** 6

A telephone-type intercom system, designated IP8, consists of push button telephones and a central power unit which is plugged into a 110-120v. outlet. Described as low in cost and easy to install, the direct wire system can interconnect from two to nine persons for conferences. Webster Electric Co., Racine, Wisc.

◀ **Drafting table** 7

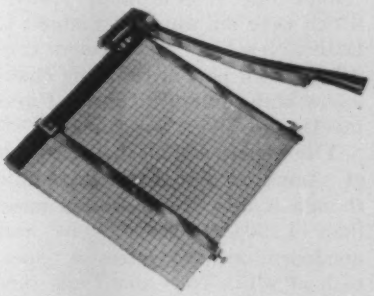
A drafting table made of selected hardwoods has steel drawers and a solid basswood top that is smoothly finished, sealed, and lacquered. There are eleven models in the line with tops ranging from 31 by 42 inches to 43½ by 84 inches. Some models have a three-receptacle electrical outlet mounted in the frame. Stakor Equipment Co., 295 Emmet St., Newark 5, N.J.

▲ **Silk typewriter ribbon** 9

The SilKeeLox silk fabric typewriter ribbon is designed for correspondence needing sharp, clean impressions. The extremely thin silk fabric cross section of the ribbon is said to give an impression very nearly as sharp as the type itself. The ribbon is also very durable. Kee Lox Mfg. Co., Rochester, N. Y.

▶ **Paper cutter** 8

A paper cutter with a blade of finely ground tempered steel, is said to need no adjustment in alignment, thus performing accurately for a long period. There are seven new models in the line retailing from $6.50 to $63. Milton Bradley Co., 74 Park St., Springfield, Mass.



▶ **Office furniture series** 10

A series of office furniture units combining wood, plastic and steel is said to embody the "look of tomorrow." Called the "Predicta" grouping, the series is available with companion pieces, as well as secretarial models. Imperial Desk Co., Evansville, Ind.

TOOLS OF THE OFFICE

FILING EQUIPMENT AND ITS ROLE IN RECORDS RETENTION

IF HAMLET had been a file clerk, he probably would have said, "To file or not to file, that is the question. . . . Whether 'tis nobler in the office to suffer the slings and arrows of outrageous records, or to take up arms against a sea of useless papers, and by opposing, toss them into the trash can."

Indeed, the question of "to file or not to file" is a bewildering one to management. This sentiment was vividly expressed in a recent article in *American Business,* entitled "Don't File It—Throw It Away," which were the words of Emmett J. Leahy, New York management consultant, as a part of his filing counsel to both American business and the United States government.

The article stated that the files of American industry, incredible though it may seem, contain more than 1,250,000,000,000 (one and one-fourth trillion) pieces of paper, each of which costs about one cent a year to store and maintain. Another 175 billion pieces—enough to fill one file drawer for each of the nation's 62 million workers — are added to this total every year. The sad and bitter truth of the matter is that most of these papers could be destroyed.

Files prove existence

The positive aspects of record retention are obvious. Records constitute not only a business firm's memory, but the very proof of its existence. The same tenet holds true for human beings. From life to death, the story of every man, woman, and child is recorded somewhere and kept on file. Just as we depend upon the past to foretell the future, so will future generations depend upon the records we keep.

Management files its records upon the premise that they will be of value in the future. This is accomplished through the "filing" procedure, which has been defined as "the science and operation of maintaining records according to a definite plan and arrangement in order that they can be found when needed for reference."

Today, filing is an indispensable service function of an organization. The efficiency of filing either enhances or impedes administrative decisions imperative to operations. Successful management cannot afford to gamble on hazy ideas, but must establish decisions upon information obtained from accessible records.

It is extremely difficult to attach a monetary value to records. They constitute the greatest intangible asset to business. Authorities have stated that 90 per cent of business failures are directly or indirectly traceable to the lack of comprehensive, accurate records.

Man's ability to control records, unfortunately, has not kept pace with his ability to produce them. More records have been no guarantee of more efficiency. In fact, it has been said that it is a paradox that the records created as the panacea for administrative control often become the parasite that feeds on and weakens administrative efficiency. The most prevalent cause of such records "schizophrenia" is administrative lethargy, *i.e.* management's failure to recognize and control the related functions, which either produce or prohibit file efficiency.

Because of this administrative fog, the firm or organization is confronted by records inefficiencies. Records, files, and file problems multiply until the point of no return is reached. Management resorts to compensatory action which never puts the organization squarely ahead of the problem, and file administration degenerates into costly compromise and hindsight rather than planned foresight.

Cost of filing varies

Every record created or received in business must be processed, filed, controlled, and have proper disposition. Today, it is impossible to divorce completely the physical function of filing from the functions of records creation, protection, and disposition, and realize maximum efficiency at reasonable cost. Filing usually is the co-ordinating action. Together, the functions constitute thet complete cycle of files management and records administration.

The cost of filing varies with the operations involved — from file to file, from company to company, and from industry to industry. There is not one standard cost applicable to all files. There are, however, a number of independent, yet complementary, factors of the measurement which permit costs to be determined.

Filing economy is achieved by:

1. Controlling the origin of forms, reports, letters, etc., and eliminating useless originals and copies;

2. Establishing a basic file plan

with scientific file systems, filing and indexing methods, procedures, and controls which fulfill the requirements of the organization;

3. Providing correct equipment to accommodate all records and to facilitate the operation of the specific file system;

4. Developing and adopting authorized records protection, retention, transfer, and disposal programs;

5. Delegating responsibility and authority for the file operation.

One approach to the problem of faster access to filed information is the use of visible types of filing. In these filing systems, one or more edges of the cards are visible, permitting fast locating and return of a record. Adaptations of this system are the "vertical-visible" methods in which two or more margins are visible at once, with the cards resting side by side against dividers. Normal visible methods usually have the bottom margins of cards exposed. The cards rest in trays which may be housed in cabinets, on panels which may be mounted; or on desks, or in loose-leaf binders of several types.

Rotary files are fast

Another solution to faster access and filing time is the mechanized file or rotary files. Most mechanized files, whether manually or electrically operated, have a rotary mechanism for bringing the desired files to the operator, who is usually in a seated position. The rotation may be either on a vertical or horizontal axis. The cards themselves may be attached to a ring or other device, or may ride unattached in trays which remain in a level position.

Random filing also aids in increasing the speed of information accessibility, but this has limited applications. The principle of random filing is based upon the theory that if a record can be placed in a number of different locations and still be found easily, much of the hunting time can be eliminated. An example of random filing is the filing systems which use printed forms designed so that from one to ten records may be filed in any order behind a visible guide. The time gained by not having to replace the record in exact sequence justifies the rapid perusal of an average of five card records behind a guide. Some mechanized units use the random filing principle.

While most filing equipment serves basically to store records in order, it provides only a minimum of protection against fire and theft. More attention is being given to providing fire protection at the point of use, as more companies are becoming aware of the fact that nearly half the companies that lose their basic records in fires never resume operating.

In an attempt to assure the protection of records against fire, nonprofit organizations such as the Safe Manufacturers National Association (SMNA) and the Underwriters' Laboratories, Inc., are actively engaged in developing improved methods for the protection of records against fire. These organizations have produced standards of protection for insulated filing and safe equipment after thorough testing under simulated fire conditions. Labels which designate the fire-resistant ability of equipment are issued by the Underwriters' Laboratories and the SMNA. The former organization acts as the testing center for equipment bearing both UL and SMNA labels. Member companies of the SMNA must submit products for testing to the Underwriters' Laboratories before they are considered by an impartial SMNA committee for further classification. If the product meets the necessary specifications, it is authorized to bear the SMNA label.

The "Pro-File" cabinet, manufactured by Yawman and Erbe, has the appearance of a modern steel bookcase unit.

Sound file planning and control requires a practical knowledge of records administration. This embraces the sciences of records creation, indexing, classifying, retention, and disposal. It comprehends the wide variety of techniques that control each phase. The knowledge should be applied with consideration for the overall needs of the organization and the legal requirements of records.

The Wright Line, Inc., produces this "Unistorall" Custom File. Like most files, the unit is made of steel, which is shaped and assembled into the finished product.

TOOLS OF THE OFFICE

Salaries constitute approximately 80 per cent of the total cost of filing, while the cost of equipment involved represents from 3 to 9 per cent. Savings in excess of 60 per cent of overall filing costs can be realized by the proper reorganization of the average file. Sound economies dictate the utilization of services, equipment, and supplies that will facilitate such savings and establish filing efficiency.

Many faults in filing systems are due to the use of the wrong filing system or misuse of the right system. The system in current use may have been adequate years ago, but as the company grows and operations change, a new system or variation of the old one may be necessary.

Several systems available

There are several possible systems:

1. Straight alphabetical;
2. Grouping names—various spellings of a given name are brought together in one place (*e.g.*, Berk, Berke, Bourke, and Burke). The first letter of the surname is never coded. The remaining key consonant letters are put into a three-figure numeric code. In the preceding example all the names would receive the code B-620, bringing them together in one place. Once coded, the individual names are sequenced alphabetically;
3. Color coding—the alphabet is divided into logical subdivisions and each is assigned a color. Filing is strictly alphabetical, but color speeds up filing and finding, and also acts as a check on misfiling;
4. Numerical — by significant number, serial number, or terminal digit;
5. Geographic—filing by location;
6. Subject — alphabetical or numerical classification;
7. Triple check — a combination of alphabetical, numerical, and color code.

Sometimes an appropriate system breaks down, however, because poorly trained or careless clerks introduce deviations that throw the entire system out of kilter, or because sorting and indexing are not performed correctly.

Another cause of confusion is inaccurate or insufficient locator devices. The contents of the files may not correspond with labels and guides. Cross-reference files may not be kept up to date. Charge-out cards may be neglected. See that daily housekeeping is done—labels and guides renewed as needed—and make some individual responsible for keeping the cross-reference file. Regardless of who borrows a file or for how long, the charge-out card procedure should be adhered to rigidly. Keep unauthorized individuals out of the files. When everybody acts as a file clerk, the whole system can be wrecked.

Lack of knowledge of the amount and methods of work is another problem. To staff a section adequately, purchase materials and

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equipment intelligently, eliminate duplication of effort, and assign work fairly, a supervisor must know the volume of work and how it is processed.

A very simple work count can be made in a month, showing number of documents filed, number of references or requests found, number of references or requests not found, total number of references or requests processed, number of file clerks, and total number of drawers of records maintained.

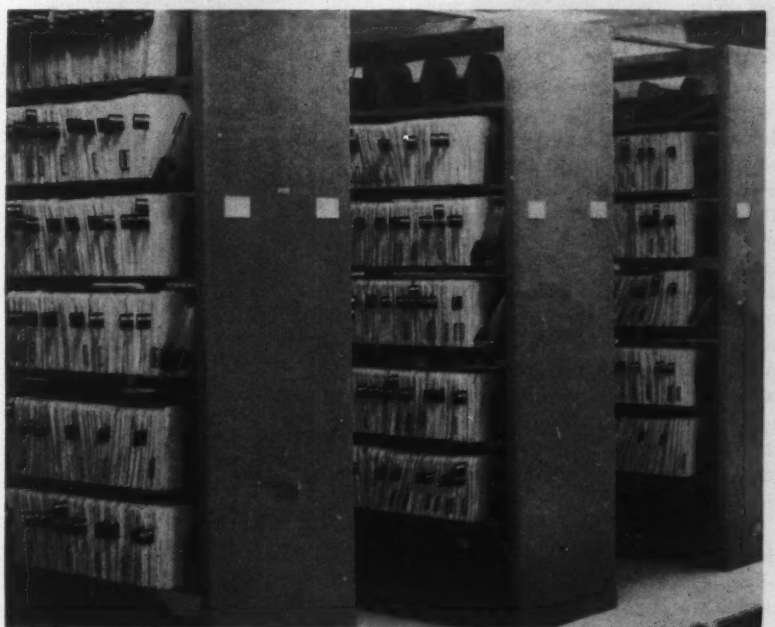
Observation by the supervisor will establish the work flow pattern —where papers originate, the flow from one desk to another, what equipment is used, how many people work on processing, and what each one does. He can also estimate, for each employee, the "get ready" time, "do" time, and "put away" time, so as to know how long each task takes.

These work patterns should be established in a manual of operations. When the functioning of a section depends entirely on the memory of the supervisor, the whole operation can fall apart in his absence. This isn't a tribute to his indispensability, but rather a sign of negligence. A good operating manual is a useful tool in training new employees and a valuable reference for old employees. Sometimes the argument is used that there are too many exceptions to procedures to incorporate in a manual. The more exceptions, the more reason for putting them down in black and white.

Training is necessary

Mistakes are bound to occur when new and inexperienced people are not trained properly. And even the old-timers may fall into slipshod ways if the supervisor does not also provide refresher training from time to time. Training does not have to be elaborate, but it does have to be systematic. A simple device for continuous training is the periodic informal conference, where the supervisor can review procedures and other matters, and the employees can bring up questions that trouble them.

Improper housing of records creates other problems. Sometimes legal-size cabinets are used to house letter-size material, and letter-size cabinets are used for cards and other records. Get files to fit the material and eliminate waste of space and equipment. Remove inactive material to storage areas instead of leaving it in expensive office space. Learn about the various types of equipment available.



Open shelf files by Estey Corp. have shelves which are slotted in one-inch increments for dividers, and folders which overhang shelves by three inches for easier sorting, filing, and withdrawal. Letter and legalize units are available.

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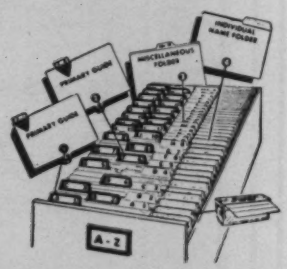
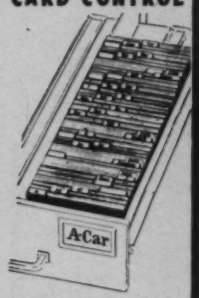


SMEAD'S TELL-I-VISION SYSTEM

TO FILE YOU SIMPLY DO THIS: 1. Locate the Primary Guide. 2. Find the Individual Name Folder. (For occasional correspondence file in the green miscellaneous folder.) 3. Insert New Correspondence (Latest data always to the front). **And finding is as easy as filing with Smead's Tell-I-Vision System**

CARD CONTROL



Smead's Card Control Filing System . . . for control of card index filing. Small installation expands to meet needs.

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TOOLS OF THE OFFICE

When obsolete and even useless material is left in the files, it becomes difficult to file and find material that has reference value. And the supervisor may have to add unnecessary extra file cabinets. Files should be cleaned out periodically, useless material discarded, and the inactive records sent to inactive storage.

Inefficient layout and failure to provide for expansion may mean that the work space is poorly planned and overcrowded. Mistakes occur as documents pile up and people get in each other's way. Space should be arranged to facilitate efficient work flow. The supervisor's desk should be placed where he has a view of the operation.

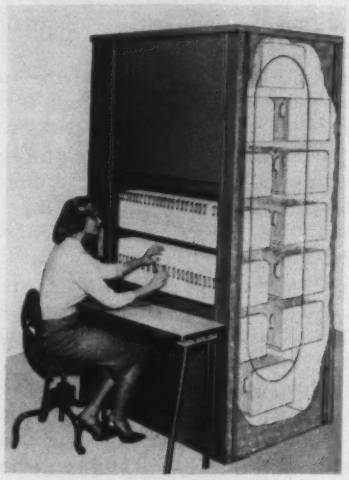
In the normal course of events, as the business grows, so will the volume of paper. A supervisor should be aware of the possibility of expansion and plan how to meet it before it becomes an emergency.

Record keeping is costly

Records are such accepted everyday business tools that management, engrossed with production and sales, frequently fails to consider their value, employ them effectively, or analyze their cost.

Reports indicate that records production and records costs are on the ascendency. Record keeping is no longer a "stepchild function of the organization with piggy-bank dimensions." Records have assumed gigantic proportions. Estimates show that 15 to 40 per cent of total sales and administrative expenses are allocated to creating and maintaining records. Current statistics and trends disclose that one in every seven employed individuals is a clerical worker, that an ever-increasing platoon of personnel is being trained and is occupied in the creation and keeping of records.

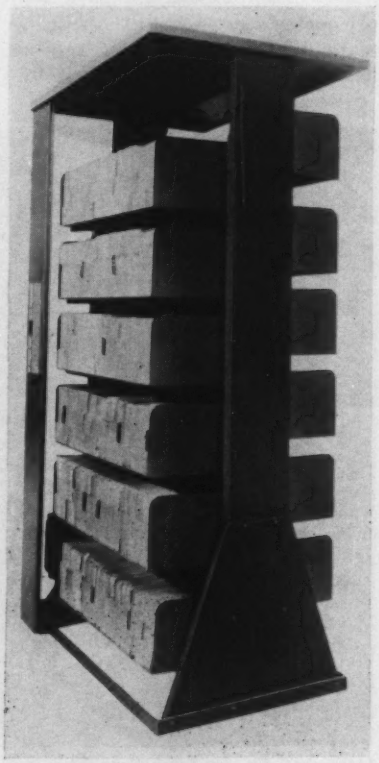
The cost of filing fluctuates so that there is not one basic cost applicable to all files. There are, however, a number of independent, yet complementary, tenets, the weighing of which permit costs to be analyzed.



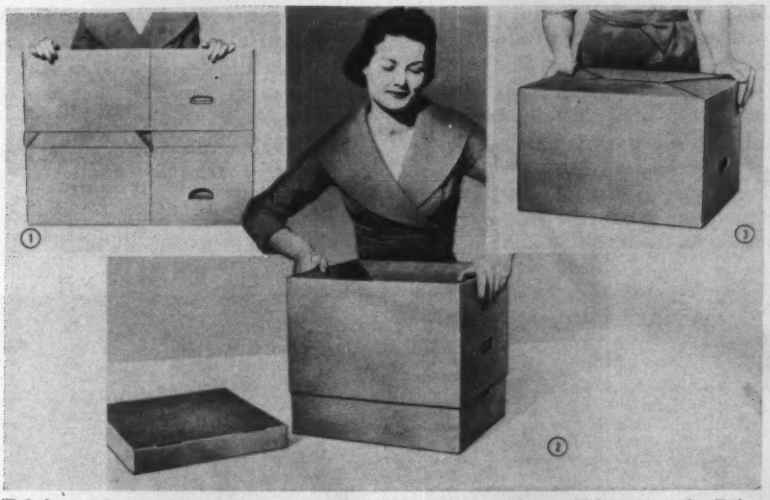
"Motorshelf," a product of Wheeldex & Simpla Products, is a motorized, push-button unit which brings its contents to the operator at height specified.

A piercing study of these major tenets recognizes that they are variable and must be adjusted; also that a careful study of the operations and conditions which embrace each are prerequisite to determining costs.

Perhaps the greatest variable in



Automatic electrical filing system by Supreme Steel is called "Conserv-a-matic."



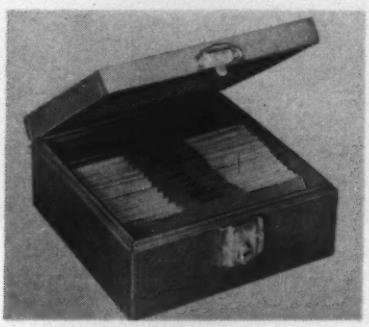
Fabricated from a heavy corrugated board which forms a box within a box, the Paige "Miracle File" pops open for immediate use, and folds flat for space-saving storage and re-use. One size is used for both office and legal size papers.

the cost formula is efficiency. According to Webster, the definition of efficiency is "effective operations measured by a comparison of production with costs in terms of energy, time, and money." The equation is especially pertinent when determining filing costs. The cost of giving birth to and maintaining a file can be calculated, but it is inconclusive unless compared with the benefits of, and the services derived from, the operation. Herein lies the true value and accurate cost.

Increased production in any business usually is accompanied by increased expenditures. Experience has proven that to maintain a proper and advantageous equilibrium between expense and production requires careful adjustment of the efficiency factor.

It is evident that management must evaluate the efficiency of its records operations if filing costs are to be analyzed and reduced commensurably.

Files hold a burgeoning mass of letters, reports, forms, and documents. The expense involved in the



The "Porta Check" file comes complete with monthly index folders and a movable divider. It has a carrying handle and a name plate to indicate contents.

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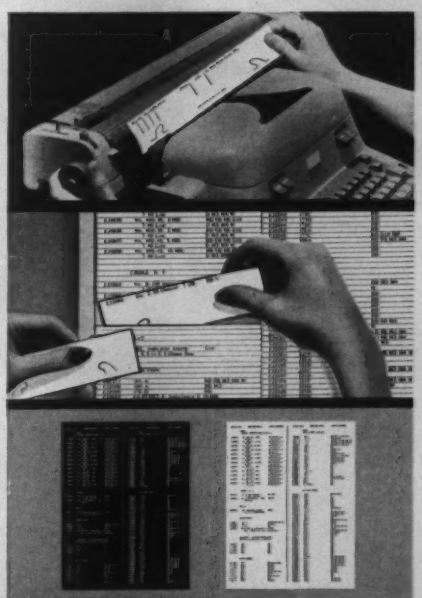

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creation of these papers is often overlooked by management, because it is obscured by overhead and administrative expense.

A standard 26-inch file drawer holds from 3,500 to 5,000 sheets of correspondence, in addition to the necessary guides and folders. One out of three of these sheets will be carbon copies of correspondence originating in the office. According to studies, the content of the average file drawer is between 3,000 and 4,000 sheets. Since these figures are based upon an actual count of total documents filed, divided by the total number of drawings, and thus include some empty drawers, it seems safe to say that the average standard file drawer contains approximately 4,000 letters. One-third, or 1,330 of these, are carbon copies of original correspondence created in the office.

The cost of creating a paper is no measure of its value. The pages of a contract may be typed for a pittance, yet the contract, if lost, may constitute financial disaster for a firm.

In the same manner, it is literally impossible to attach an arbitrary value to the records in a file. They are used for a multitude of purposes of all types of business. Only those truly familiar with the peculiarities of the business and the worth of the documents involved can estimate the value of the contents with any degree of accuracy.

It is strange, but true, that papers control people, things, and money. All thoughts, decisions, drawings, formulas, obligations, contracts, etc., vital to business and all historical data of the organization are preserved on paper. As such, the

All-Steel Equipment files are offered in nine finishes. The firm has a line of files for legal and letter widths, plus files of special size to fit individual needs.

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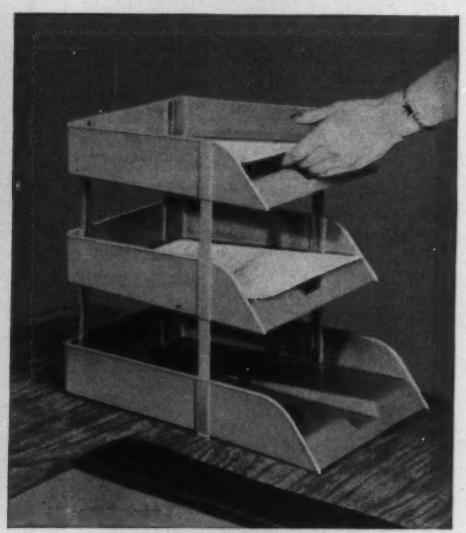

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protection of selected records merits careful consideration. Modern protection can be afforded by:

1. Maintaining records in point-of-use, protected, and locked equipment.

2. Maintaining records in suitable areas which provide adequate protection from dust, dampness, etc.

3. Duplicating records and dispersing the copies to segregated areas to reduce the possibility of loss. The most popular method of duplication is, of course, microphotography with its 99 per cent space saving potential.

Records protection is an imperative part of file maintenance. Without records protection there is only risk.

Naturally, missiles and the threat of nuclear devastation have aroused management to serious concern over the safety of vital records. Indirectly, these nuclear-age achievements could solve the problem of bulging file cabinets in one swift blow, but we don't like to think about that.

At a recent symposium on records management and vital records protection held at Wichita, Kans., eight of the nation's foremost experts voiced the idea that "Little

Photograph above shows the adaptation of Virginia Metal Products' bookstack equipment to the problem of record storage. Five steel dividers are furnished for each shelf to prevent contents, papers filed in manila folders, from packing.

Storage on wheels is provided by using filing units which roll on rails. Equipment above is by Mobile Racks Sales Corp.

Easy to Clean
Gleams when cleaned with damp cloth. Resists alcohol, cigarette burns, etc.

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Chairs glide smoothly over the mat-resistant surface. Not slippery. Chip resistant.

MASO CHAIR MAT

The only mat that looks as beautiful as a desk top . . . and it's REVERSIBLE!

Made of lustrous wood-grain plastic, this amazing mat is stain, burn and chip resistant. Extra heavy. Easy to clean. Blends with modern and traditional interiors. Four authentic wood-grains in newest decorator colors: Walnut, Desert Tan, Mist Green, Driftwood Gray. Choice of sizes. Large executive model, 48" x 54". REVERSIBLE; wood-grained plastic finish both sides. Extremely long wearing; low cost. Send for literature TODAY.

SEND COUPON TODAY

MASO
Established 1933

MASO
Interstate Metal Products Co., Inc.
(Office Equipment Division)
666 Lake Shore Drive, Chicago 11, Ill.

Please send me FREE literature and more information about Executive plastic chair mats.

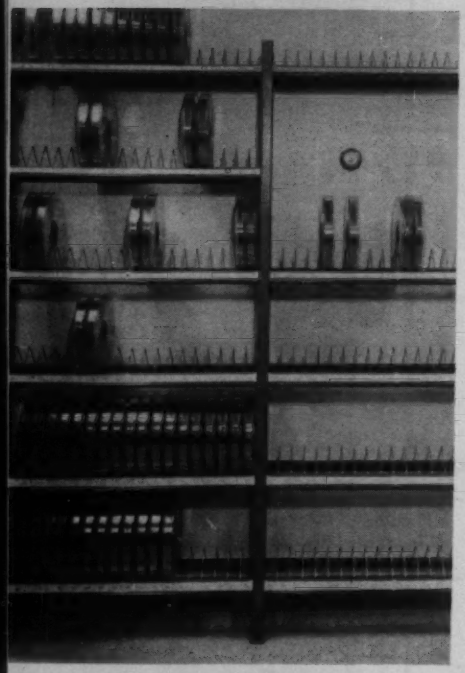
NAME .....

TITLE .....

COMPANY .....

ADDRESS .....
(city) (zone) (state)

TOOLS OF THE OFFICE



Computer tape reels can be stored in this six-tier unit. Non-solid shelving is designed to prevent dust from gathering.

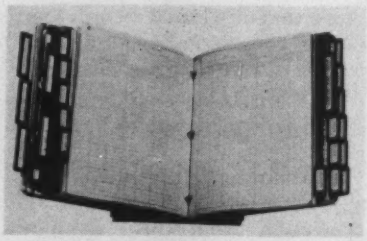
Hoover Commission" action will spread rapidly to many United States' offices in the years ahead. Out of the three-day symposium came significant quotes such as these:

"Both governments and people would be virtually helpless in many respects after a nuclear bombing attack without adequate records." (Leo A. Hoegh, national director, Office of Civil and Defense Mobilization);

"Top management of our bank is agreed that an underground vault is necessary to the complete protection of our records." (Frederic J. Edmonds, central division, The First National Bank of Boston);

"You must have a good records management program before you can have a good vital records program . . . You have got to know, first of all, what your vital records really are, and, secondly, where would be a proper location for storing them." (Edmund D. Dwyer, chief, Navy Management Office, Naval Dept., Washington, D. C.);

"Installing preservation measures



Master Products "Multi-Post Removable Filing Section" permits removal of a section to carry it directly to inventory shelves for checking of stock.

as an integral part of day-to-day paperwork should not be costly. In fact, costs of preserving essential records can be reduced substantially, or even absorbed, by integrating this with a money-saving records management program." (Hoegh);

"It is estimated our overall records management program saves Westinghouse close to $300,000 per year. Our move to an underground records center created a saving of 37 per cent over the former (above ground) method of storage." (Richard C. Grimes, Custodian of Records, Westinghouse Electric Corp., Pittsburgh);

The Preferred Sharpener DUX

NEW — Sharpens and gives long needle point.

PRECISION BUILT #3117L

COLORFUL CASES

UNEQUALLED QUALITY

HANDSOME GIFTS

Artists Secretaries Bookkeepers Engineers Executives Draftsmen

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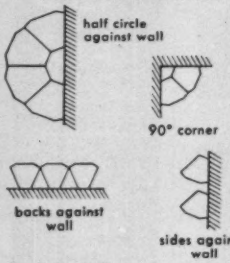
ALWAYS "WHISPER QUIET" IN BURGESS-MANNING PHONE BOOTH!

Acoustically efficient . . . there's no noise in . . . no conversation out . . . in the Burgess-Manning "Hear-Here" Acousti-Booth, regardless of all noise around you.

Easily installed — no maintenance . . . air is always fresh, no corners to sweep, no glass to break, no hinges to stick.

Compactly designed, in silver gray hammer finish, Burgess-Manning Wall Model 45 "Hear-Here" Acousti-Booth has "theft-proof" phone mounting. Easy, quick booth mounting with side or back brackets.

New Triangular Design for Space-Saving Multi-Booth Installation



Send for Bulletin A-142-1N for full details of Model 45 "Hear-Here" Acousti-Booth. Other models also available.

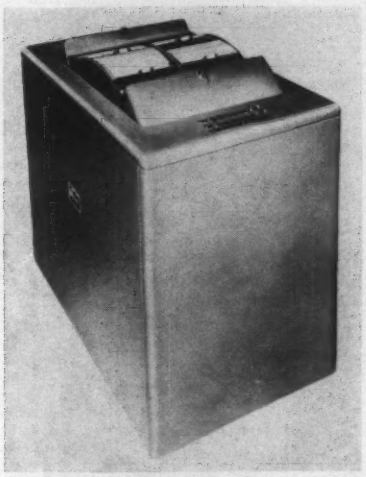
3 Year Limited Guarantee

BURGESS-MANNING COMPANY

Architectural Products Division

749 East Park, Libertyville, Ill.

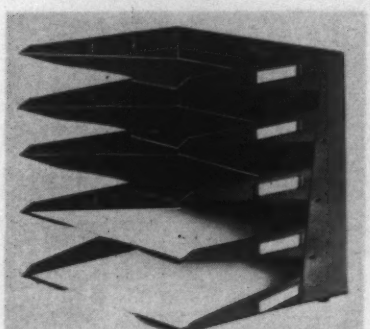
Use Readers' Inquiry Coupon on Page 94



Rotary file has twin drums, both of which are electrically powered from one control point, housed in a steel cabinet.

"Up until the Sputniks . . . the American people weren't convinced that protecting their vital records was something to worry about . . . But there is no question that there has been a profound impression upon people since the Sputniks." (Emmett J. Leahy, New York management consultant).

The highlight of the meeting was the special tour of records center facilities recently developed in the Carey Salt Mine at nearby Hutchinson, Kans. The 650-foot-deep underground fortress, fully equipped with utilities and needs for living there, is set up as a professionally operated storage area for vital and non-vital inactive records. It is operated by Underground Vaults & Storage, Inc., of Wichita, sponsor of the symposium.



Desk letter tray has five levels, each of which is slotted on the side for placement of category name cards. The item is manufactured by Jayem Sales Corp.

It might be a good idea to mention the morale factors involved in the filing procedure. Surely there is no task more tedius, no chore a more dreadful bore, than filing. According to studies, more filing clerks complain of eyestrain and sore feet than any other office employees. Many complain of nose bleeds due to bumped noses too. (This catastrophe occurs when management is negligent enough not to have good, healthy, free swinging drawers in a firm's filing cabinets.) Therefore, it is essential

NEXT MONTH

The Tools of the Office section will feature integrated data processing equipment, supplies, and accessories.

"We needed more sales folders ...but we couldn't afford them"

There's no need for you to do without *any* of the sales literature that can sell for you—illustrated catalogs, reprints, mailers, and other pieces you want—just because of the high cost of "outside" printing. With the REX-ROTARY D-280 it's easy to turn out *professional* printing right in your office!

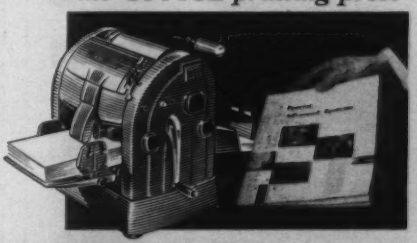
The D-280 is easy to operate, and extremely economical. Reproduces photos, illustrations, any printed matter, in black or in colors. This ultra-modern twin cylinder mimeograph gives you professional-look printing—but spares you the costs of outside printing.

Prints thousands of copies—fast, automatically. Stops automatically, too. Sealed ink cartridge prevents messy fingertips. Unique ink control assures uniform printing. And, at the touch of a lever, even letter-size stencils can be used (another REX-ROTARY *exclusive*).

Would you also like to know about the exciting ELECTRO-REX stencil-maker? Completely automatic, it "etches" stencils *electronically*. At the flip of a switch it transfers, to the stencil or offset plate, type proofs, clippings, photos, drawings—exact duplicates of the original.

For full information, or demonstration, send coupon.

the OFFICE printing press



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I am interested in office printing. Please ☐ send me detailed literature ☐ arrange to show me a demonstration

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Address Phone OM-9

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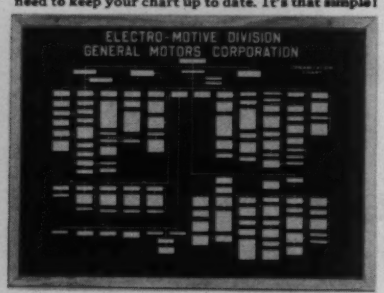
—now one upon a desk

BOSTON®
Portable—in 4 colors:
Blue
Green
Sandtone
Gray
Right in step with modern offices the Boston Champion Portable Pencil Sharpener saves time . . . builds efficiency.
Order today from your local stationer.
C. HOWARD HUNT PEN CO., CAMDEN 1, N.J.

STOP COSTLY RE-DRAFTING OF ORGANIZATION CHARTS
The COFFIELD
EVERLASTING
Interchangeable
ORGANIZATION
CHART
EASY TO CHANGE
A typist, a typewriter and typing paper are all you need to keep your chart up to date. It's that simple!



- Sizes to Fit Any Organization Structure
- Eliminates All Costly Drafting
- Photographs for Sharp Prints
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- All Parts Are Movable and Re-usable
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Write for Free 16-Page Illustrated Brochure with Price Schedule No. OM-9
MANAGEMENT CONTROL CHARTS CO.
1731 N. WELLS ST. CHICAGO 14, ILL.

TOOLS OF THE OFFICE

to have good filing equipment around the offices. After all, time is money—and the better the equipment, the faster the filing; not to mention broken noses and legal suits concerning same.

Records began with taxation

It is interesting to recall the small beginnings of record keeping. Until the Industrial Revolution, taxation was about the only reason for records to be kept. Taxation, in fact, has been traced back thousands of years to the early years of the Egyptian Empire. The ancient form was based chiefly on persons rather than on property or sales and profits, and therefore the first type of record was the census. Incidentally, it was for this reason that Joseph and Mary were on their way to Bethlehem from the city of Nazareth. Taxation and census taking were so crude that all persons were required to return to the cities of their birth, where they could be counted and taxed. Later, cattle and land became taxable, and as a result, more records were required. Alongside this was the preservation of family names and royal titles, birth and genealogy records.

Today, one of the chief reasons why government requires businesses to keep records is still for the purpose of taxation. Since World War II, and during the subsequent post-war expansion, a mass of paper for companies all over the country has been created. The Pentagon presently contains so many file cabinets that they would, if laid head to toe, stretch from Washington, D. C., to Mudville, Colo.

The staff of *Office Management and American Business* would like to acknowledge the cooperation of the following companies in providing information and photographs: All-Steel Equipment, Inc.; Diebold, Inc.; Dresser Products, Inc.; Elbe File & Binder Co., Inc.; Estex Corp.; Hamilton-Skotch Corp.; Jayem Sales Corp.; Master Products Mfg. Co.; Mobile Racks Sales Corp.; Moore Business Forms; Mosler Safe Co.; National Bank Book Co.; Paige Co.; Record Files, Inc.; Royal McBee Corp.; Supreme Steel Equipment Corp.; Systems Sales Co.; Tab Products Co.; Virginia Metal Products; Wheeldex & Simpla Products, Inc.; Wright Line, Inc.; Yawman & Erbe Mfg. Co., Inc.

For a complete listing of filing equipment manufacturers, see the January 1960 issue of *Office Management*, pages 123-126.

The bank of files pictured above is manufactured by Columbia-Hallowell Division of Standard Pressed Steel Co. Sections in each filing unit can be subdivided into double drawers, depending upon need.

FREE GENUINE ENGRAVED LETTERHEADS
DIES AND PROOFS
$15.00 FOR 1000
Genuine ENGRAVED BUSINESS CARDS
500 $11 • 1000 $15
BUSINESS ANNOUNCEMENTS 500 ONLY $28
MEMBER OF BIRMINGHAM CHAMBER OF COMMERCE—BETTER BUSINESS BUREAU
World's Largest Engraver
DEWBERRY ENGRAVING CO.
3201 - 4TH AVE., SO. - BIRMINGHAM, ALABAMA

Use Readers' Inquiry Coupon on Page 94

New stock exchange organized in New York

The United States has a new stock exchange — The National Stock Exchange, Inc., which was registered by the Securities and Exchange Commission on Aug. 16.

The National Stock Exchange is the first new stock exchange to be franchised since the passage of the Securities and Exchange Commission Act of 1934, the third stock exchange in the city of New York, and the fourteenth registered national exchange in the United States.

The new exchange, located at 6 Harrison St., New York, was organized on April 27, 1960, under the membership corporation laws of the state of New York.

Officers of the new organization are Lawrence H. Taylor, chairman; Hendrik C. Ahlers, vice chairman; John W. Clagett, president; Aaron A. Freundlich, secretary; and C. Charles Denisco, treasurer.

Corporations accepted for listing on the new exchange, according to Taylor, will have 500 or more stockholders, 150,000 shares outstanding, and a net worth in excess of a million dollars. It is anticipated that a majority of the listings will be securities presently being traded in the over-the-counter market.

No seats are for sale

The right to apply for membership is limited to members of The New York Mercantile Exchange, sponsor of The National Stock Exchange. There are no seats for sale; prospective members of the new stock exchange must purchase membership in The New York Mercantile Exchange and then exercise their right as members to apply for membership in The National Stock Exchange. There are 400 memberships outstanding in The New York Mercantile Exchange out of the 500 authorized by the organization's by-laws.

The possibility of a new stock exchange for New York was first explored in June 1958 by a committee of the New York Mercantile Exchange formed for that purpose. Application was made to the SEC on Aug. 2, 1960, for registration as a national securities trading exchange.

Authorization was granted on Aug. 16, at 2:20 p.m.

THE SHRED ALL
WASTE PAPER SHREDDER

Quickly shreds newspapers, magazines, waste paper, tissue, cellophane, corrugated cartons, wax paper, etc., into uniform resilient strands ideal for packing purposes. Especially adapted to shredding confidential records, blueprints, etc., permitting the return of this high-grade paper to the paper mills, for re-use.

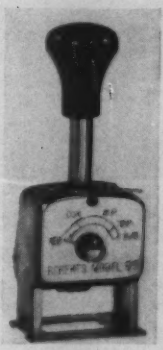
Compact, economical, safe. All revolving parts are covered. Instantly adjustable. Shreds ¼" to ⅜". Designed for continuous and trouble-free service.

FREE TRIAL
Operate a SHRED ALL 30 days. If not satisfied—return—owe nothing.

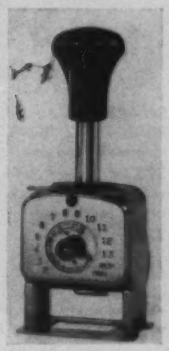
UNIVERSAL SHREDDER COMPANY
Dept. M SAGINAW, MICHIGAN

LETTEREX
... FOR MAXIMUM TYPING EFFICIENCY
THE LETTEREX CORPORATION
Washington 24, D. C.

ROBERTS FOR SALEABILITY
(Since 1889)



Model 95. Five movements — consecutive, duplicate, triplicate, quadruplicate, and repeat, controlled by a locking dial. Smooth balanced action, 6 to 11 wheels, rugged and flexible. One of a full line of famous Roberts numbering machines.



Model 90. You dial the action wanted (up to 13) on outer circle. Inner circle tells number of impressions run off. Also 3 standard movements. Write Roberts Numbering Machine Division, Heller Roberts Mfg. Corp., 700 Jamaica Ave., Brooklyn 8, N. Y.

HELLER ROBERTS
Manufacturing Corporation

Sit without Sticking
BEVCO offers
VENTILATION
The chairs you can't stick to.
Correct seating for every need

- More Comfort
- Longer Wear
- Higher Quality Lower Cost
- Less Maintenance

Stretch
Stain
Fade
Tip
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If it's BEVCO It's the Best
PS-33A
Posture Swivel
6 Adjustments

Coat and Hat Racks
1" tubular steel
Mirror bright Chrome

36" Double Rack $16.45

BEVCO Precision Mfg. Co.
831 Chicago Ave., Evanston, Ill.

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TWA Intercontinental Boeing 707 Jet

A Completely New Concept of
Erasing Time Savings, Speed, Perfection

SUPER CONVENIENT JET ERASERS

SHAPE: Almost like a ball point pen. Wonderful in "feel" and balance, so easy *to handle and use!*

STYLE: Smart, transparent polyethylene holders with pocket clip or with whisk brush for typists.

SIZE: Luxury-rubber cores, over 4½" *long!*

SPEED: The smoothest, cleanest, fastest erasing ever originated to gratify your office workers, to "perfect" correcting and to minimize erasing time.

EXCEPTIONAL
QUALITY-RUBBER TEXTURES
FOR ALL ERASING REQUIREMENTS

MULTI-PURPOSE ERASER

NO. 855 TWIN JET Brand New! Double ended. Contains both gray and red rubber cores, each over 2" long! Gray rubber for erasing typewriting, business machine writing, ink; red rubber for pencil erasing and cleaning.

FOR PENCIL ERASING & CLEANING

NO. 825 JET. With fine red rubber core. (NO. 8250 with whisk)

FOR ERASING INK, TYPEWRITING, BUSINESS MACHINE WRITING

NO. 827 JET. With business-like gray rubber core. (No. 8270 with whisk)

FOR BALL POINT ERASING

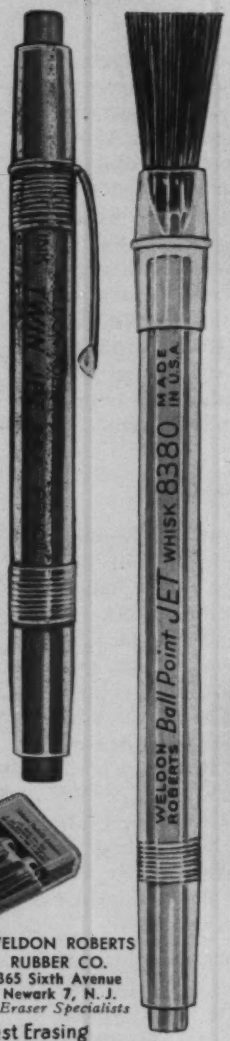
NO. 838 BALL POINT JET. Special "ball point" formula green rubber (NO. 8380 with whisk)

Money-saving refills in each texture

The NO. 800 JET TRIO EXECUTIVE DESK SET

Unusual and attractive Jet Eraser Set. Contains one each Nos. 825, 827, and 838 Jet Erasers, with refills for each. In attractive, convenient size, transparent polyethylene case.

Ask your stationer today for Weldon Roberts Quality Jet Erasers or write us for descriptive literature.



JET TRIO EXECUTIVE DESK SET

WELDON ROBERTS RUBBER CO.
365 Sixth Avenue
Newark 7, N. J.
World's Foremost Eraser Specialists

Finest Quality for the Finest Erasing

Weldon Roberts JET Erasers

Correct Mistakes in Any Language

Use Readers' Inquiry Coupon on Page 94

YOURS FOR THE ASKING

CATALOGS

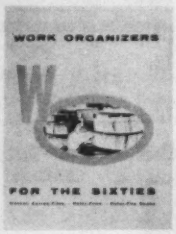
Filing system **C-1**

Yawman & Erbe Mfg. Co., Inc., Rochester, N. Y. A direct name filing system is explained and illustrated in detail by this colorful booklet. Advantages of the indexing method are explained as well as the function of component parts, including the numeric features.

Offset inks **C-2**

Van Son Holland Inc. Corp., 92 Union St., Mineola, New York. A 50-page catalog displays a full line of the company's stock and custom colors numbering more than 100. Two new metallic colors, amber and brass, are among the 14 Opalescent offset inks shown. The use of additives is explained in the preface.

Rotary files **C-3**



Wassel Organization, Inc., 225 Union St., Mineola, N. Y. A 50-page catalog displays its new line of horizontal rotary files and rotary-file desks in a 32-page brochure entitled, "Work Organizers For The Sixties." The brochure is fully illustrated with case-history photos and drawings.

Business forms **C-4**

Uarco Business Forms Inc., 300 W. Congress Parkway, Chicago 7. A fully illustrated booklet explains the various services the business forms manufacturer makes available, as well as various forms of the product. The Uarco All-Purpose Deleaver is depicted as is the #617-2A Burster.

Card punch **C-5**

Applications Library, International Business Machines Corp., 590 Madison Ave., New York 22. "Port-A-Punch Better Data—In Better Time" is a 24-page brochure describing the advantages of the IBM Port-A-Punch, a portable pocket-size card punch. The following applications are detailed with an accompanying illustration of the card format used in each instance: route invoicing, factory data gathering, market research, time reporting for telephone installers, sales-inventory control, traffic surveys, sales analysis, vehicle performance reporting, job tickets.

CLASSIFIED ADVERTISING

Rates: Minimum 20 words $7.00. Each additional word 35c. Payable in advance. Address replies to all Box Number ads c/o OFFICE MANAGEMENT and AMERICAN BUSINESS, 212 5th Ave., New York 10, N. Y.

For Sale or to Buy

FOR SALE: BRUNING COPYFLEX. Model #250. 3 years old. Perfect condition. $1,000.00. Parish Service Company, 19847 James Couzens Highway, Detroit 35, Mich.

NEW ACME FLEXOLINE ROTARY File with ninety-nine panels, capacity Ten Thousand Strips. Price $375, F.O.B. Natural Gas Company of Florida, Box 6457, Orlando, Florida.

FOR SALE: AT REDUCED Price, like new set of four steel Acme card tray cabinets with matching base used one year for inventory control. Goodman Lumber Division, Attention: Purchasing Dept., Goodman, Wisconsin.

FOR SALE: NATIONAL CASH Register Accounting Machine Size 31-10-14-(24)4-26. Equipment in excellent condition. C. E. Duncan, Hagman's Inc., Pittsburg, Kansas.

SALE MODEL 305 ELECTRIC 2-in-1 Factory new Folding and Letter Opener Machine. Originally $369.50 now $159.00 Lansdale Products Corporation, Box 568, Lansdale, Pa.

FOR SALE. REMINGTON RAND Bookkeeping Machine Model 683 Carriage "C", 3 years old. Best offer. Mr. Cappelli, 2 W. 45th St., New York 36, N. Y.

You give food and friendship with every $1 package you send to the world's hungry thru the CARE Food Crusade, New York

YOURS FOR THE ASKING

CATALOGS

Memory development **C-6**

Memory Studies, 835 Diversey Parkway, Dept. 427C, Chicago 14. A 24-page booklet entitled "Adventures in Memory and Concentration" outlines a course of study designed to improve the memory.

Punched tape **C-7**

Victor Adding Machine Co., Chicago 18. A six-page pamphlet explains how present bookkeeping practices can be converted to punched tape accounting with the company's Data Punch.

Filing aids **C-8**

Cel-U-Dex Corp., New Windsor, Newburgh, N. Y. A booklet entitled "Modern Filing and Indexing Aids" describes the company's various methods of filing.

BOOKLETS

Ball point reproduction **C-9**

Designed to aid customers to get the sharpest reproductions possible from Thermo-Fax copying products, a 16-page booklet lists 150 ball point and liquid graphite pens and rates their ability to give clear, sharp reproductions. Products from more than 50 well known manufacturers are listed in a wide price range and a variety of colors. Minnesota Mining & Manufacturing Co., 900 Bush St., St. Paul 6, Minn.

Business pools **C-10**

The organizational and operating methods of small businesses that have pooled their resources in order to undertake defense contracts for research and development, are discussed in a 24-page booklet recently issued by the SBA.

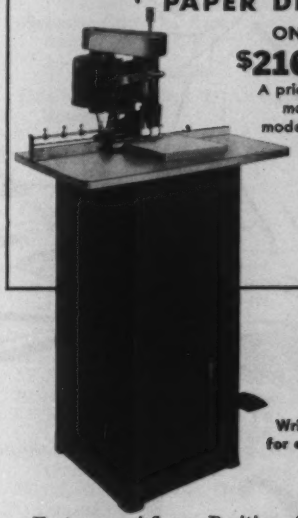
Entitled, "Small Business Pooling for Defense Production and Research and Development," the booklet explains Federal and state laws affecting formation and operation of pools and outlines the assistance extended by the SBA. Step-by-step procedures in organizing a pool are given with a view to government approval. Small Business Administration, Lafayette Bldg., Washington 25, D. C.

Your operator can feed stock with both hands with this Foot-Control Floor Model

Spinnit PAPER DRILL

ONLY $216.00

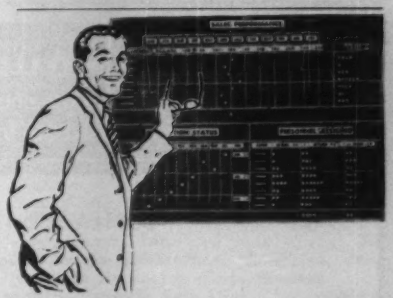
A price where most bench models begin.



Write us for details.

Faster workflow. Positive 2-hand control of stock. Ideal for women operators. A real bindery drill.

LASSCO PRODUCTS, INC.
485 Hague St. • Rochester 6, N. Y.



"Maggie" Magnetic Boards Keep You on Top of Every Operation

"Maggie" Magnetic Visual Controls offer the easiest and quickest way to chart sales, traffic, personnel or any other phase of your business. Colorful, magnetic indicators tell you at a glance if everything is in the right place at the right time. No cards, pegs or other nuisance devices to replace because "Maggie" Boards with magnetic indicators last indefinitely. Pays for itself many times over because the first cost is the last cost.

Priced from $49.50 complete.

Write for FREE catalogue on the most modern and flexible control system available today

maggie magnetic visual aids corp
11 West 42nd Street • New York 36, N. Y.

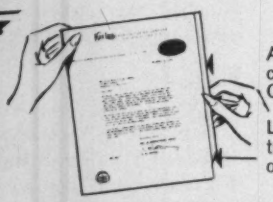
Use Readers' Inquiry Coupon on Page 94

Secretaries never die...

They just stay young indefinitely*—that is, if they use Kee Lox Grip-N-Pull carbon paper. Ask any girl who is already using it (and note how fresh and vivacious she looks—even at quitting time). She'll tell you what nice copies she gets, how clean they are. And she'll be equally enthusiastic over Grip-N-Pull's other features—automatic warning of last typing lines, automatic rotation, automatic alignment.

You too can stay young indefinitely* by letting Grip-N-Pull carbon paper make your work easier and pleasanter. And your boss will be interested in knowing that Grip-N-Pull, with all its advantages and long wear, still costs no more than regular carbon paper which does not have the exclusive patented features of Grip-N-Pull.

**The only exaggeration (one we hope will cause a smile) in this message.*



All carbons are removed quickly in one clean operation, using uncoated edge. Clean hands, clean work, clean desk.

Lower right of uncoated edge is die cut to tell how much space is left at bottom of sheet.

"Over Sixty Years of Good Impressions"

KEE LOX MANUFACTURING CO., Dept. OM-90, Rochester 1, N. Y.

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Sold through KEE-LOX branches and selected independent stationers

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FREE INQUIRY SERVICE TO SUBSCRIBERS

Circle the numbers in the coupon, fill in your address, tear out and mail to OFFICE MANAGEMENT and AMERICAN BUSINESS. Inquiries will be forwarded promptly to the companies concerned.

SEPTEMBER 1960 ADVERTISEMENTS

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OFFICE MANAGEMENT
and AMERICAN BUSINESS
212 Fifth Ave., N. Y. 10, N. Y.

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Editorial

SHADOWS OF THE FUTURE

THE recent political conventions in Los Angeles and Chicago cast their shadows before them. Early in the sixties, we will be witnessing the inauguration of a new administration in Washington, and a new look across the nation. For it is perfectly obvious that this year both parties have turned their backs upon the past, and are looking toward a new and dynamic future, in which the leading figures, for the first time, will be men and women of the post-war era—those who first made their mark in the years after the war.

Traditionally, we have been a country that, after each major war, struggled to some degree to return to a pre-war world. After the first World War, we had eight years of seeking "normalcy." After this one, we had the period of the fifties—the Eisenhower years. They were years of an uneasy peace, and a high degree of prosperity. But they brought new and nagging questions to the nation—questions about our direction, our "national purpose," our standing as a world power—in sum our future itself. Now, we move into a new era, in which those questions will come into sharper focus precisely because each of the leading candidates —as well as the advisors who surround him—is concerned with these issues, and believes they *are* problems.

Whichever candidate is elected, there will be changes —changes which will affect the whole fabric of American society, of factory and office, farm and home. For the office, which already is the process of such tremendous changes, the impact of the events in Washington cannot yet be foreseen. But every change wrought in American business by the policies of the new administration will inevitably have its first and sharpest effects on the office. It is the office which will, besides being affected as is every other sector of the economy, have to replan and recalculate the effects of every governmental change—the easing of credit, the revision of taxes, the expansion of social security, a national FEPC— on the smaller micrcoism of the company which it serves.

To paraphrase an old song—"There may be headaches ahead," but there should be important and stirring days as well—and the feeling that the nation is once again moving forward, with a goal in mind and a plan for achieving it.

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WALTER L. McINTOSH, Controller, Celanese Chemical Company, a division of Celanese Corporation of America

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A second by-product tape is made at this time, and converted to punched cards. Data for accounts receivable, weekly sales analyses and other control functions are derived from these cards. All through the system, manual operations have been cut, reducing the chance of error to a minimum. Time is saved at every step, and the multi-part forms provide accurate copies for every office need. The forms are Moore Speediflo—the company's control in print.

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